



4th Generation Integrated Development Plan



2017 – 2022



PREFACE of the EXECUTIVE MAYOR



I am pleased to present the 4th Generation Integrated Development Plan (2017 – 2022) for the elected term following the August 2016 local government elections. Whilst we mindful of all the challenges within our various wards, this IDP seeks to give guidance in our development planning and to facilitate integrated implementation.

The volatility in the markets and increased unemployment requires careful navigation to regenerate our local towns and economy. Whilst the newly elected Executive Authority was on a fact finding initiative on passed challenges and achievements, we were also identifying key themes requiring focussed attention to set Saldanha Bay Municipality aside as been a destination of choice in its broader contexts.

We are excited to take over for this term of office and to ensure governance stability whilst at the same time nurturing economic growth and development in a balanced manner. We have seen an increase in migration of persons seeking economic and/or employment opportunities and we have particularly placed emphasis on “Accelerated economic growth for community prosperity” as part of mission statement. This will enable person’s access to opportunities and become economically active members of our community.

Exploration is also undertaken on how to sustain local businesses within the areas and attract new investments as a value proposition for such businesses to increase the overall contribution to the Growth Domestic Product by the economy of the Saldanha municipal area. We have commenced with internal smart committees to challenge the thinking and creativity to come up with innovative ideas on creating active towns.

Notwithstanding the vision of “SMART Future through Excellence” which is underpinned by a mission statement and strategic objectives, the following GAME CHANGER OBSESSIONS have been articulated to give effect to the development objectives of the Saldanha Bay Municipality and to constantly review its outputs, outcomes and impacts:

1. Economic Development and Growth 2. Customer Care 3. Technology and Innovation 4. Cleanliness and 5. Youth

We are ready and committed to implement and fulfil our mandate to the stakeholders of the municipal area. I wish to express my gratitude towards my Mayoral Committee, Councillors, the Executive Management Team and Officials for their continued support with this IDP.

**COUNCILLOR M KOEN
EXECUTIVE MAYOR**

PREFACE of the ACTING MUNICIPAL MANAGER

The 4th generation Integrated Development Plan (IDP) 2017 – 2022 of Saldanha Bay Municipality which is required and mandated by legislation, is the principal strategic framework that guides decision-making within the municipality. This document contains the strategic course that the municipality will be following in line with its strategic framework, including vision, mission, and strategic objectives that guide us in the fulfilment of our constitutional and legislative mandate.

It is generally accepted that the broader public are fully aware of the origin, purpose and implementation of the IDP. Notwithstanding the legal provisions which are included in this document, I would like to reiterate the provision of section 36 as contained in the Municipal Systems Act that “*A municipality must give effect to its integrated development plan and conduct its affairs in a manner which is consistent with its integrated development plan.*”. Therefore the municipality has taken into consideration, the realistic financial implications and available financial resources as restrictive indicators and guidelines.



The submissions from the 14 wards were analysed which is vast and taking into account the spatial intentions of having integrated settlement areas. The inputs were considered to extent possible using the prioritisation matrix included in this document. Alignment is pursued through inter-governmental planning, consultation and co-ordination and ensured through aligning the vision, mission and strategic objectives of the municipality with the directives set by spheres of government and the quantifiable impact to our local citizens.

The Saldanha Bay municipal area is both the subject of and an actor in major development initiatives, including National and Western Cape Provincial Government as well as the private sector. Our challenge remains to participate in these development initiatives without losing focus of our responsibilities in respect of rendering services to our communities. The challenge remains, throughout government, to ensure that we pro-actively plan for the inevitable social, economic and environmental impact that these initiatives will have on the municipal environment. Our recent successes with good outcomes achieved from the various audits and/or process evaluations, places us in good stead in embracing challenges/opportunities collectively to drive economic growth and overall organisational efficiencies through its participatory initiatives.

I would like to express my gratitude towards all whom have participated during our public engagements and made valuable contributions for this IDP. I trust that the development objectives of integrated planning towards community prosperity will be achieved through constant dialogue.

G SMITH
ACTING MUNICIPAL MANAGER

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CHAPTER I: PURPOSE OF THE IDP

I.1 DEFINITIONS

In this document, unless inconsistent with the context –

“Constitution” means the Constitution of the Republic of South Africa, 1996;

“Development” means sustainable development, and includes integrated social, economic, environmental, spatial, infrastructural, institutional, organisational and human resources upliftment of a community aimed at-

- (a) improving the quality of life of its members with specific reference to the poor and other disadvantaged sections of the community; and
- (b) ensuring that development serves present and future generations;

“District Municipality” means a district municipality as defined in section 1 of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998);

“Engineering Service” means a system for the provision of water, sewerage, electricity, municipal roads, storm-water drainage and gas, and for solid waste collection and removal, required for the purpose of land development;

“Environment” means environment as defined in section 1 of the National Environmental Management Act, 1998 (Act 107 of 1998);

“Integrated Development Plan” – means a single, inclusive and strategic plan for the development of the municipality which-

- (a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- (b) aligns the resources and capacity of the municipality with the implementation of the plan;
- (c) forms the policy framework and general basis on which annual budgets must be based;
- (d) complies with the provisions of Chapter 5 of the Local Government: Municipal Systems Act (Act 32 of 2000); and

(e) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

“Integrated Coastal Management Act” means the National Environmental Management: Integrated Coastal Management Act, 2008 (Act 24 of 2008);

“Land” means any erf or farm portion, and includes any improvement or building on the land and any real right in land;

“Land Development” means the erection of buildings or structures on land, or the change in utilisation of land, including township establishment, the subdivision or consolidation of land or any deviation from the land use or utilisation permitted in terms of an applicable zoning scheme;

“Land Use Management system” means the system of regulating and managing land use and conferring land use rights through the use of schemes and land development procedures.

“Land Use Planning” means spatial planning and development management;

“Land Use Planning Act” means the Western Cape Land Use Planning Act, 2014 (Act 3 of 2014);

“Municipality” means the municipality of Saldanha Bay established by Establishment Notice No. P.N. 484/2000 of 22 September 2000 issued in terms of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998),

“Municipal Area” means the area of jurisdiction of a municipality determined in terms of the Local Government: Municipal Demarcation Act, 1998 (Act 27 of 1998);

“Municipal Council” or “council” means a municipal council referred to in section 157 (1) of the Constitution;

“Municipal Manager” means the municipal manager of the Municipality;

“Municipal Spatial Development Framework” means a municipal spatial development framework adopted by the Municipality in terms of Chapter 5 of the Municipal Systems Act;

“Municipal Systems Act” means the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000);

“Process Plan” - means a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan;

“Spatial Planning” means the planning for land use through the measures provided for in the applicable legislation;

“Spatial Planning and Land Use Management Act” means the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013);

“Staff”, in relation to a municipality, means the employees of the municipality, including the municipal manager.

“Sustainable Development” means sustainable development as defined in section 1 of the National Environmental Management Act, 1998;

“Zoning Scheme” means the instruments to zone, regulate and control land and “land use scheme” has the corresponding meaning.

1.2 ABBREVIATIONS

The following abbreviations has the corresponding meaning attached to them -

What	Description	What	Description
BSP	Biodiversity Spatial Plan	LAP	Local Area Plan
CBA	Critical Biodiversity Areas	MAYCO	Mayoral Committee
CBD	Central Business District	MERO	Municipal Economic Review and Outlook
CDC	Community Day Centre	MFMA	Local Government: Municipal Finance Management Act (Act 56 of 2003)
CWCBR	Cape West Coast Biosphere Reserve	MSA	Local Government: Municipal Systems Act (Act 32 of 2000)

What	Description	What	Description
DEADP	Department of Environmental Affairs and Developmental Planning	MSCOA	Municipal Regulations on a Standard Chart of Accounts
DHS	Department of Human Settlements	NAAQS	National Ambient Air Quality Standards
DRDLR	Department of Rural Development and Land Reform	NDP	National Development Plan
DTPW	Department of Transport and Public Works	PERO	Provincial Economic Review and Outlook
EMF	Environmental Management Framework	PSDF	Provincial Spatial Development Framework
ESA	Ecological Support Areas	SBM	Saldanha Bay Municipality
GDS	Growth and Development Strategy	SDBIP	Service Delivery Budget Implementation Plan
HSP	Human Settlement Plan	SDF	Spatial Development Framework
ICMP	Integrated Coastal Management Plan	SFA	Strategic Focus Area
IDP	Integrated Development Plan	Stats SA	Statistics South Africa
IDZ	Industrial Development Zone	TNPA	Transnet National Ports Authority
IGP	Infrastructure and Growth Plan	WCDM	West Coast District Municipality
ITP	Integrated Transport Plan	WCPG	Western Cape Provincial Government
IWMP	Integrated Waste Management Plan	WCNP	West Coast National Park
IZS	Integrated Zoning Scheme		

1.3 PURPOSE OF THE IDP

Saldanha Bay Municipality's 4th generation Integrated Development Plan (IDP) provides the framework to guide the municipality's planning and budgeting over the course of a set legislative time frame. The IDP seeks to support sustainable development of the municipal area and its communities through integration and balancing of the economic, ecological and social factors which influence development. This integration and balancing must be achieved without compromising the institutional capacity required to implement and coordinate the actions required across different sectors and spheres of government.

Integrated development planning as an instrument is the driving force for making municipalities more strategic, inclusive, responsive and performance driven. The IDP is therefore the main strategic planning instrument which guides and informs all planning, budgeting and development undertaken by the Saldanha Bay Municipality in its municipal area.

1.4 LEGISLATIVE FRAMEWORK

The mandate of the municipality is provided for in section 152 of the Constitution of South Africa that stipulates the objectives for developmental local government, namely:

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organisations in matters of local government.

Chapter 5 of the Local Government: Municipal Systems Act (Act 32 of 2000) (hereinafter referred to as the MSA) provides for the municipality to undertake integrated development planning and adopt IDP's and sets out the requirements thereto. The IDP has therefore been compiled in terms of and in accordance with Chapter 5 of the MSA.

1.5 PROCESS FOLLOWED

According to Section 28(1) of the Municipal System Act, 32 of 2000 a Municipal Council must adopt a process set out in writing to guide the planning, drafting and review of the IDP. Drafting an IDP requires a comprehensive planning process and the involvement of a wide range of internal and external role players. Such a process has to be properly organised and prepared. This preparation is the duty of the Municipal Manager and Senior Management. The preparation process will be referred to as the "Process Plan" and should contribute to the institutional readiness of the municipality to draft or review the IDP.

The elected Council is the ultimate IDP decision-making authority. The role of participatory democracy is to inform, negotiate and comment on those decisions, in the course of the planning process.

In terms of the Council approved IDP and Budget Process Plan, Council should approve the Final IDP before the start of the new financial year, that is, no later than 30 June 2017. The IDP and Budget Process Plan was adopted by Council in October 2016. In order for SBM to prepare a credible IDP, several stakeholders have to be engaged to provide inputs and guide the final IDP. The table below summarises the processes followed.

The IDP and budget of the Saldanha Bay Municipal Area is therefore a citizen centric process. It is informed by ward-based planning, an analysis of the current status of service delivery and the environment, requirements of the community prioritized in terms of their needs, and various stakeholder engagements.

Deliverable	Activity	Legislative Requirements	Time Frame
Time Schedule	<ul style="list-style-type: none"> • Tabling of draft Budget and IDP Time Schedule to Council Adoption of Budget Time Schedule 	MFMA Section 21	July
Public Engagement	<ul style="list-style-type: none"> Advertisement of time-schedule on website, local newspapers and notice boards Acknowledgement of inputs received 	MSA CH5 S29 MSA S28	July/August/ September
Approval of the IDP and Budget	<p>Draft IDP and Budget consultation feedback to Wards and Portfolio Committees</p> <ul style="list-style-type: none"> • Council must give final approval of the IDP Budget document by resolution, setting taxes and tariffs, approving changes to the IDP and budget related policies, approve measurable performance objectives for revenue by source and expenditure by vote before the start of the financial year 	MFMA s23 MSA s 25 & MFMA 24	April May
Public Making of Budget and IDP	Publicise the Budget and IDP	MSA and MFMA	June
Approval of SDBIP's	<p>Executive Mayor to approve Corporate SDBIP within 28 days after approval of the budget</p> <ul style="list-style-type: none"> • Place all Directorate Executive Summaries and SDBIPs and Department Business Plans and SDBIPs on website 		May June August/September

Deliverable	Activity	Legislative Requirements	Time Frame
Performance Agreements Section 57 (MSA)	<p>Submit performance agreements to the Executive Mayor within 10 days after approval of the IDP and Budget.</p> <ul style="list-style-type: none"> • Council to note New Section 57 Scorecards • Notification of approved S57 (top management performance agreements) to the public 	MFMA s 16, 24, 26, 53 MFMA s 53	May June August/September

Saldanha Bay Municipality exercises a culture of municipal governance that complements formal representative government with a system of participatory governance which encourage and create conditions for the local community to participate in the affairs of the municipality including in the preparation, implementation and review of its integrated development plan, budget and performance management system.

The following stakeholders were involved during the development of the IDP:

Role Player	Roles and Responsibilities
Saldanha Bay Municipality	<ul style="list-style-type: none"> <input type="checkbox"/> Prepare and adopt the IDP Process Plan. <input type="checkbox"/> Undertake the overall management and coordination of the IDP process which includes ensuring that: <ul style="list-style-type: none"> ⇒ All relevant role players are appropriately involved; ⇒ Appropriate mechanisms and procedures for community participation are applied; ⇒ Events are undertaken in accordance with the time schedule; ⇒ The IDP relates to the real burning issues in the municipality; and ⇒ The sector planning requirements are satisfied. <input type="checkbox"/> Prepare and adopt the IDP. <input type="checkbox"/> Adjust the IDP in accordance with the MEC's proposals/recommendations. <input type="checkbox"/> Ensure that the annual business plans, budget and land use management decisions are linked to and based on the IDP.
Local Communities, Residents and Stakeholders	<p>Represent interests and contribute knowledge and ideas in the IDP process by participating in and through the ward committees to:</p> <p>Analyse issues, determine priorities and provide input;</p> <p>Keep their constituencies informed on IDP activities and their outcomes;</p>

Role Player	Roles and Responsibilities
	<p>Discuss and comment on the draft IDP;</p> <p>Check that annual business plans and budget are based on and linked to the IDP; and</p> <p>Monitor performance on the implementation of the IDP.</p>
District Municipality	<p>Some roles and responsibilities as municipal governments of local municipalities but related to the preparation of a district IDP.</p> <p>The District Municipality must also prepare a District Framework (Sec 27 of the MSA)</p> <p>Fulfil a coordination and facilitation role by:</p> <p>Ensuring alignment of the IDP's of the municipalities in the district council area;</p> <p>Ensuring alignment between the district and local planning;</p> <p>Facilitation of alignment of IDP's with other spheres of government and sector departments; and</p> <p>Preparation of joint strategy workshops with local municipalities, provincial and national role players and other subject matter specialists.</p>
Provincial Government: Dept. of Local Government	<p>Ensure horizontal alignment of the IDP's of the District Municipalities within the province.</p> <p>Ensure vertical/sector alignment between provincial sector departments/ provincial strategic plans and the IDP process at local/district level by:</p> <p>Guiding the provincial sector departments participation in and their required contribution to the municipal IDP process and;</p> <p>Guiding them in assessing draft IDP's and aligning their sector programs and budgets with the IDP's.</p> <p>Efficient financial management of Provincial IDP grants.</p> <p>Monitor the progress of the IDP processes.</p> <p>Facilitate resolution of disputes related to IDP.</p> <p>Assist municipalities in the IDP drafting process where required.</p> <p>Coordinate and manage the MEC's assessment of IDP's.</p>
Provincial Sector Departments	<ul style="list-style-type: none"> <input type="checkbox"/> Contribute relevant information on the provincial sector department's plans, programs, budgets, objectives, strategies and projects in a concise and accessible manner. <input type="checkbox"/> Contribute sector expertise and technical knowledge to the formulation of municipal strategies and projects. <input type="checkbox"/> Engage in a process of alignment with District Municipalities. <input type="checkbox"/> Participate in the provincial management system of coordination.

Role Player	Roles and Responsibilities
National Government	<ul style="list-style-type: none"> <input type="checkbox"/> Contribute relevant information on the national sector department's plans, programs, budgets, objectives, strategies and projects. <input type="checkbox"/> Contribute sector expertise and technical knowledge to the formulation of the IDP <input type="checkbox"/> Engage in a process of alignment with provincial government. <input type="checkbox"/> Participate in the provincial management system of coordination.

A number of mechanisms is used to continuously communicate the progress with the development and progress in implementing the IDP. These mechanisms are also used to obtain input in developing a strategy for the municipal area. These mechanisms strengthen internal and external communication:

Structure/ Publication	Frequency	Stakeholders	Objectives/ functions
Ward Committee meetings	Bi-Monthly	<ul style="list-style-type: none"> <input type="checkbox"/> Ward Councillors (Chairpersons) <input type="checkbox"/> Ward Committee members (Elected from the community) <input type="checkbox"/> Community <input type="checkbox"/> Senior management personnel of municipality 	<ul style="list-style-type: none"> <input type="checkbox"/> To inform the community of council decisions, municipal affairs etc. <input type="checkbox"/> To enable the community to inform the ward councillor/ municipality of their concerns. <input type="checkbox"/> Ward meetings were held to obtain input from the wards for consideration during compilation of the IDP.
Public meetings on IDP	Annually	<ul style="list-style-type: none"> <input type="checkbox"/> Executive Mayor and Councillors <input type="checkbox"/> Senior management personnel of municipality <input type="checkbox"/> Community 	<ul style="list-style-type: none"> <input type="checkbox"/> To inform the community of council decisions, community rights and duties, municipal affairs etc. <input type="checkbox"/> To enable the community to inform the councillors and officials of their issues.
Public meetings on Budget	Annually	<ul style="list-style-type: none"> <input type="checkbox"/> Executive Mayor and Councillors <input type="checkbox"/> Senior management personnel of municipality <input type="checkbox"/> Community 	<ul style="list-style-type: none"> <input type="checkbox"/> To inform the community of council decisions, community rights and duties, municipal affairs etc. <input type="checkbox"/> To enable the community to inform the councillors and officials of their issues.
Council meetings (open to public)	As per meeting calendar	<ul style="list-style-type: none"> <input type="checkbox"/> Mayor and Councillors <input type="checkbox"/> Senior management personnel of municipality 	<ul style="list-style-type: none"> <input type="checkbox"/> To inform the community of council decisions, community rights and duties, municipal affairs etc.

Structure/ Publication	Frequency	Stakeholders	Objectives/ functions
Municipal newsletters	Monthly	<input type="checkbox"/> Mayor and Councillors <input type="checkbox"/> Community <input type="checkbox"/> Personnel of municipality	<input type="checkbox"/> To inform the community of council decisions, events, municipal affairs etc.
Municipal Website	Continuously updated	<input type="checkbox"/> Mayor and Councillors <input type="checkbox"/> Community <input type="checkbox"/> Personnel of municipality	<input type="checkbox"/> To provide comprehensive information of municipal affairs

1.6 FIVE-YEAR CYCLE AND ANNUAL REVISIONS

The MSA determines that a municipal council must adopt an IDP for its elected term which remains in force until an IDP is adopted by the next elected Council. The IDP therefore runs on a 5-year cycle, the cycle which is based on the start of the first new financial year after election of the Council. This IDP has therefore been compiled and will remain in force for the period from 1 July 2017 to 30 June 2022. The objectives and actions identified in this IDP will inform the structure of the municipality, the service delivery standards, all financial planning and budgeting as well as performance reporting by the municipality.

----- 5 Year IDP (2017-2022) ----->

5 Year IDP

* Adopted 2017

Implementation
Review
2018

- Annual Performance Review
- Annual Budget

Implementation
Review
2019

- Annual Performance Review
- Annual Budget

Implementation
Review
2020

- Annual Performance Review
- Annual Budget

Implementation
Review
2021

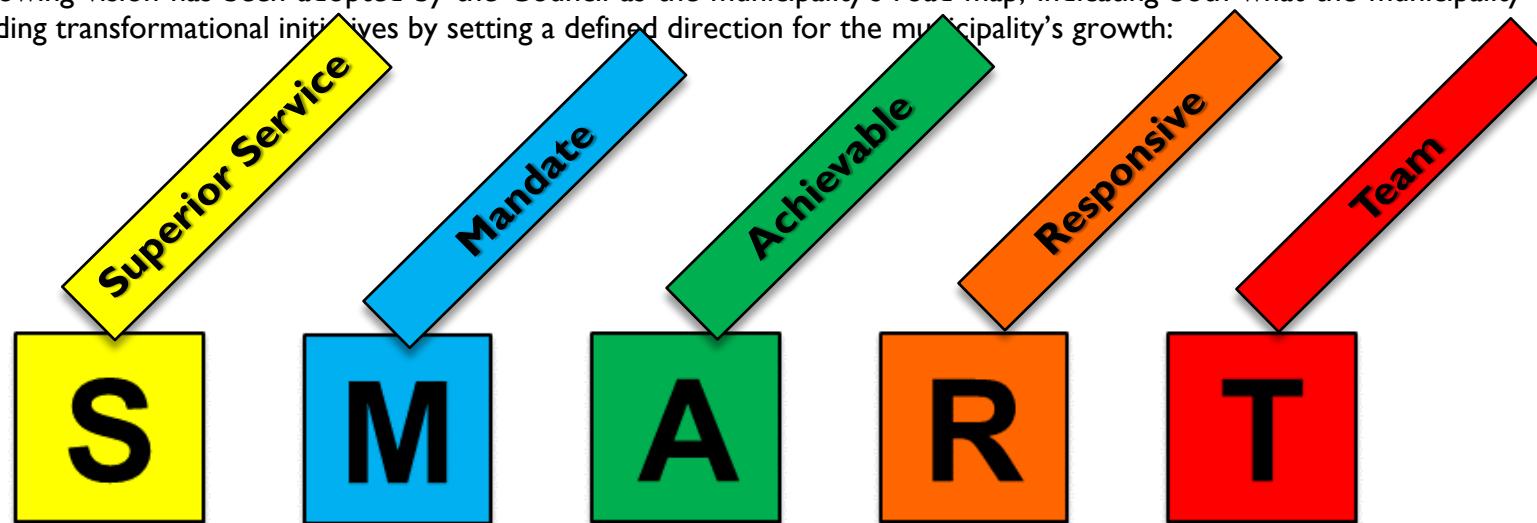
- Annual Performance Review
- Annual Budget

The MSA further determines that a Council must annually review its IDP in order to assess its performance in terms of the goals identified in the adopted IDP. Every review will update the IDP with the latest information and provide opportunity for further enhancement of its credibility as the all-inclusive strategic plan of the municipality. The first annual revision of this IDP will therefore occur in 2018 and continue through to 2021.

CHAPTER 2: FUTURE PLANNING

2.1 VISION

The strategic intent of Council over the next few years will be to enhance municipal service delivery and growth and development offerings. The following vision has been adopted by the Council as the municipality's road map, indicating both what the municipality wants to become and guiding transformational initiatives by setting a defined direction for the municipality's growth:



Future Through Excellence

SMART is an acronym for the following aspects to give guidance to the formulation of Council's objectives:

- Superior service – The rendering of service which exceed normal expectation.

- **M**andate – The effective and efficient execution of Council’s mandate.
- **A**chievable – The setting of objectives which are realistically achievable.
- **R**esponsive – The setting of objectives that respond to the needs of the public.
- **T**eam – The promotion of a consolidated approach to address the challenges.

The vision is thus to enable a future of prosperity for all through effective objectives promoting service excellence.

2.2 MISSION

The following mission statement has been adopted by the Council to guide the actions of the Municipality, spell out its overall goal, provide a path, and guide decision-making. It serves to provide the framework or context within which the Council’s strategies are formulated.

SBM is a caring institution that excels through:

- Accelerated economic growth for community prosperity
- Establishment of high quality and sustainable services
- Commitment to responsive and transparent governance
- The creation of a safe and healthy environment
- Long term financial sustainability

2.3 STRATEGIC OBJECTIVES

The Council have identified the following strategic objectives to give effect to the vision and mission for the municipality and based on the game changer obsessions. While the mission statement provides direction for the municipality, the strategic objectives provide a way to measure progress toward realizing the ideals set by Council in the mission statement.

- I. To diversify the economic base of the municipality through industrialization, de-regulation, investment facilitation, tourism development whilst at the same time nurturing traditional economic sectors.

2. To facilitate an integrated transport system.
3. To provide and maintain superior decentralized consumer services (Water, sanitation, roads, storm water, waste management and electricity.)
4. To develop socially integrated, safe and healthy communities.
5. To maintain and expand basic infrastructure for economic development and growth.
6. To be an innovative municipality through technology, best practices and caring culture.
7. To be a transparent, responsive and sustainable decentralised administration.
8. To ensure an effective communication system. (Media, newsletter, marketing, IT, talking to clients, participation, internet).
9. To embrace a nurturing culture amongst our team members to gain trust from the community.
10. To ensure compliance as prescribed by relevant legislation.

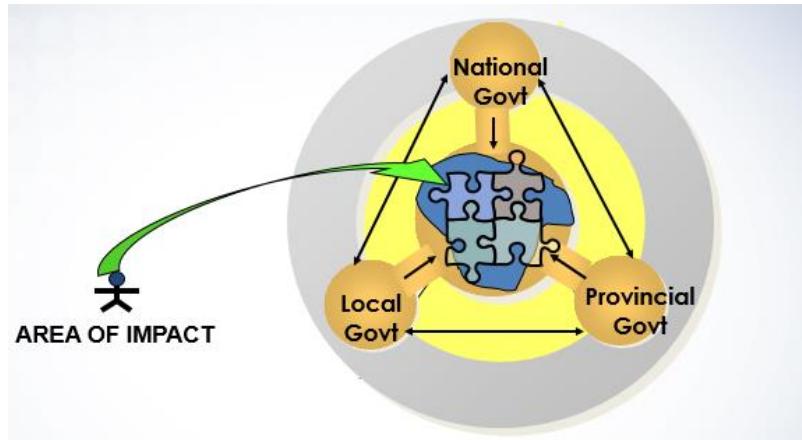
The IDP focuses on the above ten key strategies that serve as the foundation on which the municipality will be able to realise its vision, help to drive National and Provincial Government's agenda, expand and enhance its infrastructure, and make sure that all residents have access to the essential services they require.

2.4 GAME CHANGER OBSESSIONS (SFA'S)

The Council has identified five (1) Economic Development and Growth (2) Customer Care (3) Technology and Innovation (4) Cleanliness and (5) Youth game changers to serve as focus areas for achieving the vision and mission set for the municipality.

These focus areas serve as the foundation and framework on which the municipality will be able to realise its vision, help to drive National and Provincial Government's agenda, expand and enhance its infrastructure, and ensure that all residents have access to the essential services they require.

2.5 INTEGRATION



It is the responsibility of municipalities to prepare and adopt IDP's. However, the IDP is an integrated inter-governmental system of planning which requires the involvement of all three spheres of government. Some contributions have to be made by provincial and national government to assist municipal planning and therefore government has created a range of policies and strategies to support and guide development and to ensure alignment between all spheres of government as stated by the Municipal Systems Act Section 24.

Alignment is pursued through inter-governmental planning, consultation and co-ordination and ensured through aligning the vision, mission and strategic objectives of the municipality with the directives set by government spheres above.

The alignment with key national, provincial and regional strategies is illustrated in the table below:

National Outcomes	Alignment of Provincial Strategic Goals	Alignment of District Municipality Strategic Objectives	Alignment of Municipal Strategic Objectives
Decent employment through inclusive growth.	Create opportunities for growth and jobs.	To pursue Economic Growth and facilitation of job opportunities.	To diversify the economic base of the municipality through industrialisation, whilst at the same time nurturing traditional economic sectors. To maintain and expand basic infrastructure for economic development and growth
Improved quality of basic education.	Improve education outcomes and opportunities for youth development.	Promoting Social well-being of the Community.	N/a

National Outcomes	Alignment of Provincial Strategic Goals	Alignment of District Municipality Strategic Objectives	Alignment of Municipal Strategic Objectives
An, efficient, competitive and responsive economic infrastructure network.	Create opportunities for growth and jobs.	To pursue Economic Growth and facilitation of job opportunities.	To diversify the economic base of the municipality through industrialization, de-regulation, investment facilitation, tourism development whilst at the same time nurturing traditional economic sectors. To maintain and expand basic infrastructure for economic development and growth
A long and healthy life for all South Africans.	Increase wellness, safety and tackle social ills.	Promoting Social well-being of the Community.	To develop socially integrated, safe and healthy communities.
All people in South Africa are and feel safe.	Increase wellness, safety and tackle social ills.	Promoting Social well-being of the Community.	To develop socially integrated, safe and healthy communities.
Sustainable human settlements and improved quality of household life.	Enable a resilient, sustainable, quality and inclusive living environment.	Providing essential Bulk services in the Region. Ensuring good governance and financial viability.	To develop socially integrated, safe and healthy communities. To provide and maintain superior decentralized consumer services (Water, sanitation, roads, storm water waste management and electricity.)
Environmental assets and natural resources that are well protected and continually enhanced.	Enable a resilient, sustainable, quality and inclusive living environment.	Ensuring environmental integrity for the West Coast.	To develop socially integrated, safe and healthy communities.

National Outcomes	Alignment of Provincial Strategic Goals	Alignment of District Municipality Strategic Objectives	Alignment of Municipal Strategic Objectives
Vibrant, equitable and sustainable rural communities with food security for all.	Enable a resilient, sustainable, quality and inclusive living environment.	Promoting Social well-being of the Community. To pursue Economic Growth and facilitation of job opportunities.	To diversify the economic base of the municipality through industrialization, deregulation, investment facilitation, tourism development whilst at the same time nurturing traditional economic sectors. To develop socially integrated, safe and healthy communities.
Create a better South Africa and contribute to a better and safer Africa and World.	Increase wellness, safety and tackle social ills.	Promoting Social well-being of the Community.	To develop socially integrated, safe and healthy communities.
A skilled and capable workforce to support an inclusive growth path.	Improve education outcomes and opportunities for youth development.	To pursue Economic Growth and facilitation of job opportunities. providing essential Bulk services in the Region.	To develop socially integrated, safe and healthy communities. To maintain and expand basic infrastructure for economic development and growth
A responsive, accountable, effective and efficient local government system.	Embed good governance and integrated service delivery through partnerships and spatial alignment.	Ensuring good governance and financial viability. Providing essential Bulk services in the Region.	To be an innovative municipality through technology, best practices and caring culture. To be a transparent, responsive and sustainable decentralised administration. To ensure an effective communication system. (Media, newsletter, marketing, IT, talking to clients, participation, internet).

National Outcomes	Alignment of Provincial Strategic Goals	Alignment of District Municipality Strategic Objectives	Alignment of Municipal Strategic Objectives
			To embrace a nurturing culture amongst our team members to gain trust from the community.
An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.	Embed good governance and integrated service delivery through partnerships and spatial alignment.	Ensuring good governance and financial viability. Providing essential Bulk services in the Region.	To develop an integrated transport system. To be an innovative municipality through technology, best practices and caring culture. To be a transparent, responsive and sustainable decentralised administration.

2.6 IMPLEMENTATION STRATEGY

The IDP drives the strategic development of SBM. The Municipality's budget is influenced by the game changer obsessions and strategic objectives identified in the IDP. The Service Delivery Budget Implementation Plan (SDBIP) ensures that the Municipality implements programmes and projects based on the IDP targets and associated budgets. The performance of the Municipality is reported in the Quarterly and Mid-yearly Performance Assessment Reports as well as in the Annual Report.

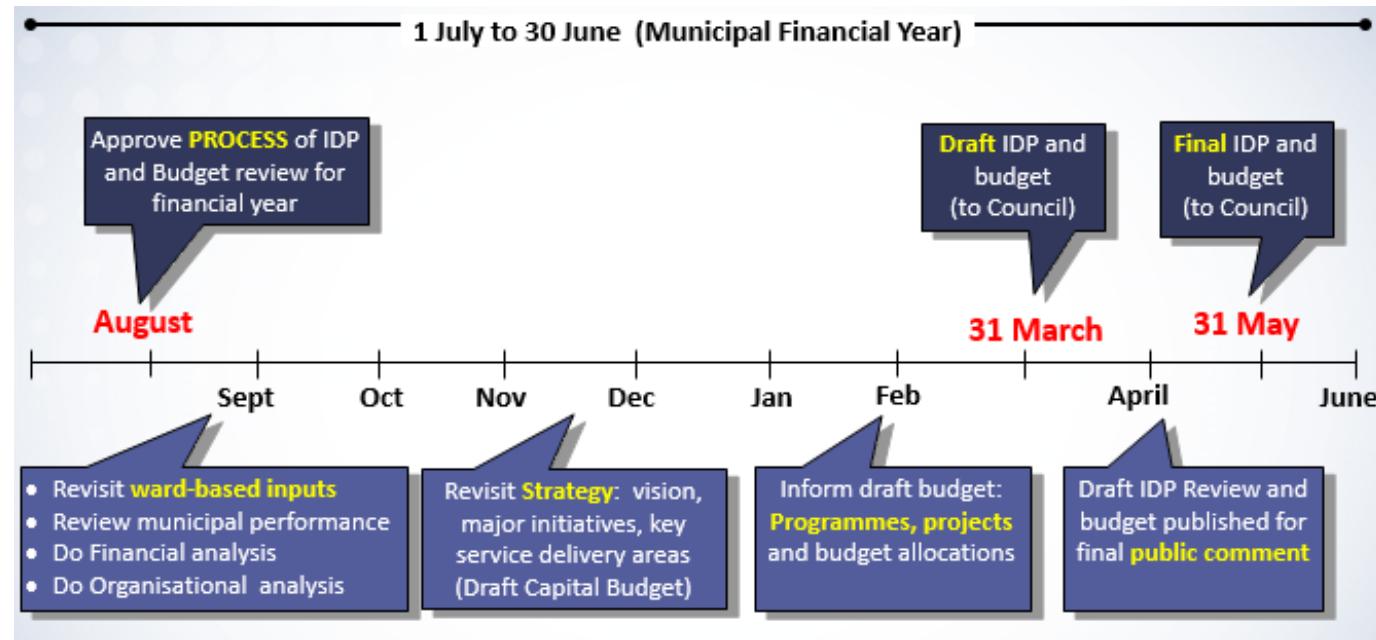
The annual review is not a replacement of the five year IDP and its purpose is not to interfere with the long-term strategic orientation of the municipality. The annual review reflects and reports on progress made with respect to the five year strategy (and key outcomes) and proposes adjustments to the strategy if necessary as a result of changing internal and/or external circumstances that impact on the appropriateness of the IDP.

In addition to the above, risk management forms an integral part of the internal processes of a municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the SBM.

As a municipality that is committed to enhance the characteristics of an open opportunity society, the following objectives, strategies and outcomes have been developed to address the challenges identified during the IDP development process. The strategic objectives agreed are linked to service areas and departmental objectives. The information will be used in the IDP implementation plan to finalise the alignment with the municipal budget and the Service Delivery and Implementation Plan (SDBIP).

GAME CHANGER OBSESSION 1 - Economic Development and Growth

National Key Performance Area	Decent employment through inclusive growth.
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Strategic Objective	To diversify the economic base of the municipality through industrialization, de-regulation, investment facilitation, tourism development whilst at the same time nurturing traditional economic sectors. To facilitate an integrated transport system.				
Who	Municipal Function	Directorate	Department		
	In collaboration with other spheres of government	Economic Development and Strategic Services	Local Economic Development in collaboration with internal and external stakeholders		
Key Outcomes	Grow existing business and increase balanced development within the municipal area across all towns				
Key Strategies	Number	Description			
	1.	Learning and Growth projects to all sectors			
	2.	Projects for the poor			
	3.	Job creation be favored in construction and municipal work			
GAME CHANGER OBSESSION 2 - Customer Care					
National Key Performance Area	A responsive, accountable, effective and efficient local government system.				
Strategic Objective	<p>To provide and maintain superior decentralized consumer services (Water, sanitation, roads, storm water waste management and electricity.)</p> <p>To be a transparent, responsive and sustainable decentralized administration.</p> <p>To ensure an effective communication system. (Media, newsletter, marketing, IT, talking to clients, participation, internet).</p> <p>To embrace a nurturing culture amongst our team members to gain trust from the community.</p>				
Who	Municipal Function	Directorate	Department		
	All	All	All		
Key Outcomes	Valued and satisfied customer from all corners of society				
Key Strategies	Number	Description			
	1.	Intensive and focused involvement of community based organisations			
	2.	Effective and fast service delivery			
	3.	Improve communication with the community			
	4.	Listening to the grassroots people			

	5	Going out and interact			
	6.	Calling on customers and employees to make suggestions			
	7.	Look at the needs of the community			
	8.	Excellence in care to customers			
GAME CHANGER OBSESSION 3 - Technology and Innovation					
National Key Performance Area	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.				
Strategic Objective	To be an innovative municipality through technology, best practices and caring culture.				
Who	Municipal Function	Directorate	Department		
	All	All	All		
Key Outcomes	An informed citizen based on Government strategies and to harness stakeholder involvement				
Key Strategies	Number	Description			
	1.	CRM between SBM and Stakeholders			
	2.	Access to Broadband network			
	3.	Integration of municipal databases/information platforms			
	4.	Enhance municipal web site			
GAME CHANGER OBSESSION 4 - Cleanliness					
National Key Performance Area	Sustainable human settlements and improved quality of household life.				
Strategic Objective	To develop socially integrated, safe and healthy communities.				
Who	Municipal Function	Directorate	Department		
	All	All	All		
Key Outcomes					
Key Strategies	Number	Description			
	1.	Clean up campaigns			
	2.	Education of communities			
	3.	Participation of communities			
	4.	Involve youth			
GAME CHANGER OBSESSION 5 - Youth					

National Key Performance Area	A skilled and capable workforce to support an inclusive growth path.		
Strategic Objective	To develop socially integrated, safe and healthy communities.		
Who	Municipal Function	Directorate	Department
Key Outcomes			
Key Strategies	Number	Description	
	1.	Youth Economic Development	
	2.	Youth Development	
	3.	Youth involvements	
	4.	Youth employment	

CHAPTER 3: THE MUNICIPALITY IN CONTEXT

The aim of this chapter is to present the status quo of the municipality and in so doing create a platform for informed decision-making by the Saldanha Bay Municipality regarding planning, budgeting and implementation, in accordance with the strategic goals set by the Council.

3.1 CONTEXTUAL ANALYSES

3.1.1 International context

The Saldanha Bay area is endowed with natural and locational characteristics which provides opportunity for the area to directly compete in the international arena for investment and development. The natural deep water harbour provides comparative advantages around which globally

competitive and job rich sectors can be built. Saldanha Bay is ideally positioned to serve the booming African offshore oil and gas industry, through marine manufacturing, which includes ship and rig repair, refurbishment and boatbuilding.

This has resulted in the strategic government initiative of the establishment of an Industrial Development Zone (IDZ) in Saldanha Bay as a catalyst to expand the potential of the harbour and launch an Oil and Gas services cluster to attract international investment.

3.1.2 National context

The Saldanha Bay area plays an important role in the broader strategic framework of the South African Government as driven by the National Development Plan and National Growth Plan. Saldanha Bay was identified as a presidential priority development region in 2011 by the National Planning Commission. The National Development Plan 2012 (NDP) identifies the Greater Saldanha region as a special intervention area, attributed to the natural deep water harbour and industrial development prospects that warrant its designation as a national growth management zone.

The Saldanha Bay Industrial Development Zone (IDZ) was officially launched by President Jacob Zuma on 31 October 2013. The establishment of the IDZ serves as an important mechanism to achieve the government's aim of sustainable economic development and job creation in the localized economy, diversification and transformation of the historically under-developed and under-supported industrial maritime and energy sectors; and broadening of the regional and national economic base through industrialisation.

The area forms part of two Strategic Integrated Projects (SIPs) resulting from the government's National Infrastructure Plan of 2012 which have direct relevance to Saldanha Bay Municipality; SIP 5: development of the Saldanha-Northern Cape Corridor through rail and port expansion, industrial capacity and strengthening maritime support capacity and SIP 8: supporting green energy initiatives on a national scale through a diverse range of clean energy options such as biofuel and gas production facilities.

The area also plays an integral part in Operation Phakisa, which is a Presidential Led Government Programme to assist in implementing and fast-tracking the National Development Plan. The bay area and two specific aquaculture projects have been highlighted in the Oceans Economy initiative of Operation Phakisa as a focus area and enabler for growth and development.

3.1.3 Provincial context

The Western Cape Government together with the City of Cape Town drafted the OneCape2040 initiative, a development initiative to provide a long term economic vision and plan for the Western Cape. The Saldanha Bay area has been identified in OneCape2040 as one of two provincial 'regional' motors of economic significance. This has been further endorsed in the Provincial Spatial Development Framework 2014 (PSDF) that sets out the Province's agenda for the sustainable development and management of its urban and rural areas. Although an identified functional region on its own, due to its interrelationship with the metropole region with regard to economic and ecological aspects, the municipal area is also seen as part of the Greater Cape Metro functional region.

The Western Cape Growth and Development Strategy of 2006 identified Vredenburg and Saldanha as 'Leader towns' and towns with high growth potential where fixed infrastructure investment should be focused. The Western Cape Growth Potential Study of 2014 has indicated towns in the municipal area as having medium to very high growth potential.

The Socio-economic Profile of Saldanha Bay Municipality as issued by the Western Cape Government Provincial Treasury in 2015 indicates that the Saldanha Bay economy is amongst the fastest in the province. Iron ore export and crude oil import in the province take place exclusively through the port of Saldanha.

3.1.4 District context

The Provincial Treasury's Socio-economic Profile of Saldanha Bay Municipality indicates that Saldanha Bay is the fastest growing municipality in the district. The West Coast District Municipality's SDF (2014) identifies Saldanha Bay as a Major Regional Growth Centre and one of three key development areas within the district (WCDM, 2014). Saldanha Bay is assessed as having very high growth potential and high social need in the Growth Potential Study undertaken in 2014 for towns and settlements outside of the Cape Metro.

The draft Greater Saldanha Region Spatial Implementation Framework (2016) recognises the area as being the most significant area of spatial development potential within the West Coast district, ascribed to the massing of potential development projects in the area (as represented by the Saldanha Bay IDZ, port upgrades, projected upgrades of the Sishen-Saldanha iron ore programme etc.) and the coastal settlement areas seen

as having tourism development potential (e.g. Langebaan, Paternoster, etc.). It further identifies the area as part of the southern portion of the District which has the strongest functional linkages to the Greater Cape Metro region and thus is most open to the movement of people, goods and trade at a scale most likely to have a material developmental impact.

3.2 PROFILE ANALYSES

3.2.1 Geographic Profile and Towns

Saldanha Bay Municipality (WC014) is a local municipality located on the West Coast of South Africa, approximately 140 kilometres north of Cape Town. It forms part of the West Coast District Municipality (DC1), situated in the Western Cape Province. The Swartland Municipality borders the municipality in the west by the Atlantic Ocean, in the north by the Berg river Municipality and the east.

The Saldanha Bay Municipality covers an area of 2 015 km² (approximately 166 565,48 hectares) and has a coastline of 238km. In total 6.5% of the geographical land are urban land and 93.5% rural land. Overall Saldanha Bay municipality constitutes 6.4% of the entire West Coast geographical land making it the smallest municipal area in the district. The area includes the towns of Hopefield; Langebaan, Saldanha, Jacobsbaai, Vredenburg, Paternoster and St Helenabaai. The administrative office of SBM is located in Vredenburg, with satellite offices in Hopefield, St Helena Bay, Paternoster, Saldanha and Langebaan.



ST HELENA BAY:

St. Helena Bay is one of the world's principal fishing centres. The cold Benguela current surges upwards along this part of the coast and bring to the surface large concentrations of nutrient salt. Huge shoals of anchovies and pilchards (before they were depleted by over fishing) fed in the area on the plankton that flourished on the nutrient salts.

Twelve busy fish-processing factories were established along the 21km curve of the shore from West Point to Sandy Point and Stompneus. In the heyday of pilchards, the scene was one of frenzied activity during the catching season, which normally lasted from the 1 January to 31 July. The bay is also well known for its snoek, especially during the winter months. St. Helena is especially beautiful since wheat fields reach down almost to the water's edge and only a tarmac road runs along the coast providing a boundary line between agriculture and fishing. Furthermore, because of the town's position it is the only town on the West Coast where the sun rises over the sea.

The Southern Right whales come annually from the Sub-Antarctic regions to calve and mate during the months of June to November. Humpback whales may be sighted during the months of October and November as these animals migrate south from their breeding grounds in tropical West Africa to their feeding grounds in the Antarctic. The bay is also popular for the dolphins; schools of over 1 000 have been sighted at times. The bay also hosts a variety of marine birds, penguins and large colonies of seals.

JACOBSBAAI:

Jacobsbaai is a beautiful isolated bay a few kilometres north of Saldanha Bay with a sea frontage of about 2km. Its interesting coastline has peninsulas, rocky and sandy bays with cozy beaches and an abundance of seafood, crayfish, fish, mussels and abalone. Jacobsbaai is often referred to as "Namaqualand by the sea" since its wild flowers are breathtakingly beautiful in spring. The housing development at Jacobsbaai is taking place according to strict architectural guidelines in an effort to create a typical West Coast town.

PATERNOSTER:

Francis Renier Duminy, Captain of the Dutch East India Company ship, De Meermin, did the first maritime survey of this part of the coast in the 1790's.

Although life in Paternoster is still very much associated with the sea and fishing industry (Paternoster Fisheries), it is to this historic fishing village that the traveller comes to relax. Quaint, whitewashed cottages nestle gently on the sloping hill called Kliprug.

CAPE COLUMBINE NATURE RESERVE (TIETIESBAAI):

The reserve covers an area of 263 ha along the rocky stretch of coastline with numerous inlets and coves. This area was declared a nature reserve in December 1973. The vegetation of typical West Coast field ranges from the well-known West Coast fynbos to Karoo succulent. In spring (August to October) the area is covered in a bright tapestry of wild flowers. This reserve boasts the last manually controlled lighthouse to be built in South Africa. It is usually the first South African lighthouse to be seen by ships coming from Europe. The lighthouse was built in 1936 on Castle Rock and stands at a height of 80m above sea level and casts a beam that is visible for about 50km.

The significant white boulders, where great humped rocks crouch around little rocky bays, make this unspoiled gem one of the most beautiful beaches on the West Coast. The vast beach, washed by a fresh Atlantic Ocean, can satisfy the enthusiastic kayaker in a safe paddling environment.

Apart from dolphins and whales, the coastline, together with an abundance of mussels, is very famous for the West Coast Rock Lobster, abalone and other seafood. The peaceful surroundings that typify this place of "Red Gold" also offer pristine hiking trails and unforgettable sunsets that slowly vanish in brilliant colors.

SALDANHA:

Today Saldanha has a huge iron ore quay and is home to a large variety of fishing vessels. Saldanha Bay is the largest natural bay in South Africa: it offers a paradise for water sport enthusiasts. Its sheltered harbor plays an important part in the huge Sishen-Saldanha iron ore project at which Saldanha Steel, a state of the art steel mill, takes centre stage. The town is not only important for export but also hosts many other industries, for example, crayfish, fish, mussels, oysters, seaweed and many more. Saldanha is also the location of the South African Military Academy as well as SAS SALDANHA, a naval training unit.

Things to see in Saldanha include the French Huguenot Memorial, Doc's Cave, the Breakwater and Cummings Grave. The breakwater was built in 1976 and is 1.8 km long. It connects the main land with Marcus Island. There are also hiking trails for the nature lover at Oranjevlei and at the SAS Saldanha Naval Base. Furthermore, boat trips to the islands in the bay, as well as fishing trips, can be organised (weather permitting).

HOPEFIELD:

The town, 120km from Cape Town, is situated on the R45 and can be reached by either the West Coast R27 or N7 highways. Today the town serves the grain, dairy, meat, honey and “waterblommetjie” farmers of the area. It also boasts excellent education facilities and a modern retirement centre. Hopefield is situated in the heart of Fynbos country with spectacular displays of wildflowers around the town and on the tarred road from Hopefield to Velddrif during August and September.

The large wetland area provides the nature lover with prolific bird life and beautiful hiking trails especially in the Berg River area. The town provides a peaceful and serene environment for its inhabitants whether young or old. The climate is excellent; the summers are hot while the winters mild with an average of 300mm rain per annum.

The price of property and fairly low rates and taxes attract many a city dweller that yearns for a quiet country retreat. It also boasts a modern, fully licensed sports complex with conference and function facilities. The annual events are the hunting day held in June when hunting parties take to the field to hunt the game in the area. At the Fynbos Show held at the end of August more than 200 species are brought indoors and displayed in their natural environment. The “Commando” horse and tractor trail provides great enjoyment to many visitors who appreciate the breath taking scenery not readily accessible to the public. The beautiful flowers, clear air and famous West Coast hospitality are like a never-ending symphony!

VREDENBURG:

Vredenburg, which means the town of peace, started somewhat less peaceful than its name implies. A spring, that bubbles on the boundary line separating two farms Heuningklip and Witteklip, had the owners of these two farms, W. Baard and C. Loubser, quarrelling so much over water rights that the spring was first known as Twisfontein (fountain of strife) and later, as legal action was taken, as Prosesfontein (lawsuit fountain). In 1875 a congregation was established and a church was built which helped to bring peace (Vrede) to settle the dispute. A monument was erected near the site of the contentious spring. Today numerous businesses line the main road of Vredenburg, the largest administrative and commercial centre on the West Coast.

In 1975, by government decree, Vredenburg and Saldanha were united as the Vredenburg-Saldanha Municipality.

LANGEBAAN:

Just over 100 kilometres from Cape Town, next to the scenic Langebaan Lagoon, nestles the picturesque town of Langebaan, often described as the jewel of the West Coast. The name it is said (amongst other theories) to originate from the Dutch phrase meaning “Long Fjord”.

The town boasts several good restaurants, a variety of shops, banking facilities, supermarkets, doctors, dentists and veterinary surgeons, filling stations, boat yards, a yacht club, boutique hotels and guest houses and a highly regarded retirement village. Additionally the town also hosts various resorts including the Langebaan Country Estate with its internationally recognized 18 hole golf course and Mykonos with its marina, casino and conference facilities.

Langebaan lies directly adjacent to the 30 000 ha West Coast National Park, well known for its birding (where 75 species have been observed in a day and 250 in a single year) and autumn flower display, both attracting domestic and international tourists. The town has of late also become one of the preferred destinations for the wind and kite surfing fraternity, also drawing visitors from abroad, all contributing to the local economy.

3.2.2 Wards

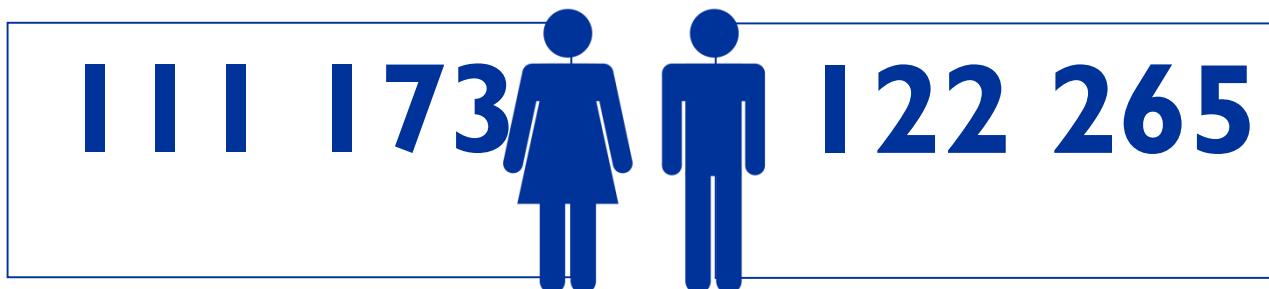
The Municipality is currently structured into the following 14 Wards as was promulgated in the Publication of the delimitation of Wards in terms of Item 5 of Schedule 1 to the Local Government: Municipal Structures Act, 1998 (Act No.117 of 1998).

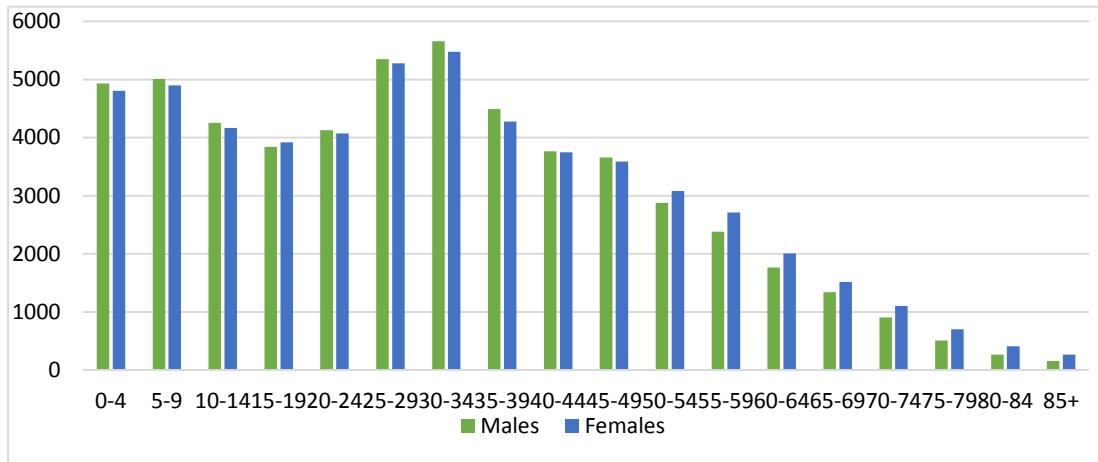
WARD	AREAS
1	Middelpoort & Diazville West
2	RDP Area
3	White City
4	Diazville / RDP Area
5	Saldanha Town, Blue water Bay & Jacobs Bay
6	Langebaan
7	Hopefield & Koperfontein
8	Vredenburg North, Langebaan Air Force Base & Green Village
9	Ongegund, George Kerridge & Smarty Town
10	Vredenburg South & Louwville North
11	St. Helena Bay & Paternoster
12	Laingville
13	YSKOR & Part of Louwville



3.2.3 Population and Age

SBM has the second largest population at 111 173 (2011 Stats: 99 193) in the West Coast District which, according to the 2016 Community Survey conducted by Statistics South Africa. The forecasts of the Western Cape Department of Social Development, is that this total will gradually increase across the 5-year planning cycle and is expected to reach 122 265 by 2023. This equates to an approximate 9.8 % growth off the 2017 base estimate.





The 2016 community results revealed a strong concentration of persons within the age category of 15-34 years at 40 696 in comparison to the 2011 Statistics which reflected a total of 36 264. Whilst the percentage increase remained at 36.6% the in-and-out migration of persons seeking employment and business opportunities will have a significant impact on the municipal services with the realisation of the economic growth and development projects forecasted.

The Western Cape Department of Social Development reflected in the 2016 Socio-Economic Profile that there is an increasing dependency ratio of 44.0, 46.3 and 46.9

for the respective years of 2011, 2017 and 2023. As higher dependency ratios imply greater strain on the working age to support their economic dependents (children and aged), this increase will have far reaching social, economic and labour market implications.

From a national perspective, the relative decrease in the working age population will result in lower tax revenues, pension shortfalls and overall inequality as citizens struggle to tend to the needs of their dependents amidst increased economic hardship. At the municipal level, this decrease will also result in a smaller base from which local authorities can collect revenue for basic services rendered and will necessitate the prioritisation of spending on social services such as education, health and welfare.

3.2.4 Education Levels

Education remains one of the key avenues through which the state is involved in the economy. In preparing individuals for future engagement in the labour market, policy choices and decisions in the sphere of education play a critical role in determining the extent to which future economic and poverty reduction plans can be realised. Saldanha Bay's matric outcomes peaked at 90.5 per in 2013 and levelled out to 87.9 per cent in 2014 and 2015 respectively as per the Western Cape Education Department, 2016; Annual Survey of Public and Independent Schools (ASS), 2015

Learner enrolment in Saldanha Bay increased at an average annual growth rate of 2.7 per cent between 2013 and 2015, which is an indication that access to education has improved in the Saldanha Bay area and should translate into opportunities for an inclusive society.

The learner teacher ratio within Saldanha Bay was at its lowest in 2012 and deteriorated in 2013 and 2014 to more than 30 learners per teacher. The learner to teacher ratio was at its highest in 2015 at 47.7 learners per teacher which is well above the national standard of 30.3 learners per teacher. Factors influencing the learner teacher ratio is the ability of schools to employ more educators when needed as well as schools struggling to collect fees from their learners are more likely to have high learner teacher ratios.

The drop-out rate for learners within Saldanha Bay that enrolled from grade 10 in 2014 to grade 12 in 2016 was recorded at 29.5 per cent, which is slightly higher than the average drop-out rate for the District (29.2 per cent) over the same period. This might be due to the fact that Saldanha Bay has a very high percentage of no-fee schools in the District, as research indicates that learners often drop-out of school due to lack of money.

3.2.5 Households

The household indicators according to the 2016 Community Survey results reflect as follow:

Poverty				Population and Households			
2011		2016		2011		2016	
Poverty headcount	Intensity of poverty	Poverty headcount	Intensity of poverty	Total households	Household size	Total households	Household size
2,2%	41,0%	6,7%	45,4%	28 835	3,4	35 550	3,1
Piped Water				Sanitation			
2011		2016		2011		2016	
Access	No access	Access	No access	Flush/ Chemical toilet	Other	Flush/ Chemical toilet	Other
28 660	175	32 063	3 487	27 766	1 068	30 496	5 055
Housing							

	Formal	Traditional	Informal	Other
2011	23 564	134	4 950	187
2016	26 592	835	7 855	268

The annual income for households living within the Saldanha Bay municipal area divided into three categories i.e. the proportion of people that fall within the low, middle and high income brackets. Poor households fall under the low income bracket, which ranges from no income to just over R50000 annually (R4166 per month). An increase in living standards can be evidenced by a rising number of households entering the middle and high income brackets.

Amount (2016)	West Coast District	Saldanha Bay	
No income	10.7	14.1	Low income
R1 – R6 327	1.8	2.3	
R6 328 – R12 653	3.1	3.9	
R12 654 – R25 306	14.0	10.9	
R25 307 – R50 6013	21.8	17.4	
R50 614 – R101 225	19.2	16.6	
R101 226 – R202 450	13.2	15.2	
R202 451 – R404 901	9.4	11.5	
R404 902 – R809 802	4.9	5.7	
R809 803 – R1 619 604	1.3	1.7	
R1 619 605 – R3 239 208	0.4	0.5	
R3 239 209 or more	0.3	0.3	

Approximately 48.6 per cent of households in Saldanha Bay fall within the low income bracket, of which 14.1 per cent have no income. A sustained increase in economic growth within the Saldanha Bay municipal area is needed if the 2030NDP income target of R110000 per person, per annum is to be achieved.

The Non-Financial Census of Municipalities released by Statistics South Africa in 2016 indicates increases or decreases of indigent households per municipal area between 2014 and 2015.

Area	2014	2015	Change
Saldanha Bay	7 553	7 727	174

The Saldanha Bay municipal area experienced an increase in the number of indigents between 2014 and 2015, which implies an increased burden on municipal resources.

West Coast District	19 194	22 083	2 889
Western Cape	413 259	360 238	-53 021

3.2.6 Poverty Indicators

The intensity of poverty as well as the poverty headcount is analysed in this section. The intensity of poverty is measured by calculating the Poverty Gap Index, which is the average poverty gap in the population as a proportion of the poverty line. The Poverty Gap Index estimates the depth of poverty by considering how far, on the average, the poor are from that poverty line. The Poverty Gap Index is a percentage between 0 and 100 per cent. A theoretical value of zero implies that no one in the population is below the poverty line. Individuals whose income is above the poverty line have a gap of zero while individuals whose income is below the poverty line would have a gap ranging from 1 per cent to 100 per cent, with a theoretical value of 100 per cent implying that everyone in the population has an income that is below the poverty line or zero. A higher poverty gap index means that poverty is more severe.

Area	Poverty Headcount (Percentage)		Poverty Intensity (Percentage)	
	2011	2016	2011	2016
Saldanha Bay	2.2	6.7	41.0	45.4
West Coast District	2.0	2.9	41.9	44.5
Western Cape	3.6	2.7	42.6	40.1

This section also provides information on annual household income for residents living within the Saldanha Bay municipal area. Poverty tends to be prevalent in areas where the majority of households fall within the low income bracket.

The higher poverty headcount shows that the number of poor people within the Saldanha Bay municipal area has increased significantly from 2.2 per cent of Saldanha Bay's population in 2011 to 6.7 per cent of the population in 2016. The increasing poverty headcount is a concern as it may strain municipal financial resources as more households demand free basic services.

The intensity of poverty, i.e., the proportion of poor people that are below the poverty line within the Saldanha Bay municipal area, increased from 41.0 per cent in 2011 to 45.4 per cent in 2016. This percentage is high and should be dropping towards zero as income of more households within the Saldanha Bay municipal area moves away from the poverty line.

3.2.7 The Economy

Economic growth at the municipal level is essential for the attainment of economic development, the reduction of poverty and improved accessibility. Fostering this growth requires an in-depth understanding of the economic landscape within which each respective municipality operates.

Saldanha Bay comprised R5.86 billion (or 30.56 per cent) of the District's total R19.16 billion GDP as at the end of 2015. GDP growth averaged 2.95 per cent per annum over the period 2005–2015. This is below the District average of 3.42 per cent. Average annual growth of 2.67 per cent in the post-recessionary period remains below the long-term trend but is on par with the District average of 2.75 per cent.

Saldanha Bay employed 28 per cent (46330 labourers) of the West Coast District's labour force in 2015, and employment grew at a moderate rate of 1.7 per cent per annum on average since 2005, which was above the overall district employment growth rate of 1.1 per cent per annum. Employment growth has nevertheless picked up significantly in the post-recessionary period (2010-2015) averaging 2.5 per cent per annum—this is on par with the district's employment growth rate of 2.7 per cent per annum over this period. Saldanha Bay has experienced job losses prior to and during the recession, but these jobs have been recovered and approximately 5720(net) additional jobs have been created since 2005(the majority of which has been created post-2010).

The majority of the workforce in Saldanha Bay operates within the semi-skilled (32.50 per cent) and low-skilled sector (32.14 per cent). The semi-skilled sector was the only sector to experience a contraction in employment over the long term (-0.1 per cent per annum over the period 2005 –2015). Low-skilled employment remained fairly stagnant over the long term, whilst skilled employment (which makes up 13.35 per cent of the municipality's workforce) grew at a moderate rate of 1.9 per cent per annum since 2005. The informal sector (which employs 22 per cent of the municipality's workforce) experienced robust growth of 7.8 per cent per annum over the past decade.

THE PRIMARY SECTOR

AGRICULTURE, FORESTRY AND FISHING

This sector comprised R887.21 million (or 15.15 per cent) of the Municipality's GDP in 2015. It displayed steady growth of 2.85 per cent for the period 2005 – 2015; growth has nevertheless shown significant improvement in the post-recessionary period (the sector experienced a growth rate of 4.49 per cent per annum over the period 2010 – 2015).

Agriculture, Forestry and Fishing employed 31.77 per cent of the area's workforce. Employment over the period 2005 – 2015 has grown by 0.9 per cent per annum on average. Employment growth nevertheless improved significantly in the late half of the decade (growing at a rate of 4.5 per cent per annum on average since 2010). This growth has however been insufficient with regard to recovering all the jobs lost prior to- and during the recession, and as such, 500 jobs have been lost on net since 2005.

The labour force in the primary sector is characterised by a relatively large proportion of unskilled labour. The majority (43.32 per cent or 6 376 workers) of the workforce in Agriculture, Forestry and Fishing operate within the low-skill sector, which has experienced growth of 4.6 per cent per annum since 2010. The semi-skilled sector employs 32.59 per cent of the industry's workforce and has grown at a rate of 4.4 per cent per annum since 2010. The skilled sector employs the smallest proportion of the municipality's workforce (5.20 per cent or 765 workers). This segment has shown robust growth post-recession (4.7 per cent per annum).

Despite the fast growth since 2010, employment in these three categories has stagnated over the long term (2005 – 2015) and all the jobs lost between 2005 – 2010 have not yet been recovered. The informal sector makes up 18.89 per cent of the industry's workforce and experienced robust long term growth as employment grew by 4.6 per cent per annum over the period 2005 – 2015. Informal employment growth within the Agriculture, Forestry and Fishing industry remained consistent throughout the last 10 years and the informal sector may have absorbed some of the job losses from the other sectors.

THE SECONDARY SECTOR

MANUFACTURING

The manufacturing sector comprised R1.305 billion (or 22.3 per cent) of the Municipality's GDP in 2015, making it the second largest sector in the Saldanha Bay region. The sector has experienced moderate growth of 1.25 per cent per annum on average over the period 2010 – 2015, and fared slightly better over the long term with growth averaging 1.49 per cent per annum since 2005. GDP growth in the manufacturing sector is consistently below the long term overall GDP trend for the region as the sector struggles to fully recover after the recession.

The manufacturing sector employed 10.65 per cent of the area's workforce (making it the 4th largest employer in Saldanha Bay). Employment growth has nevertheless remained constrained over the past decade with a contraction of 0.7 per cent recorded for the period 2005 – 2015. Approximately 778 jobs have been lost on net in Saldanha Bay's manufacturing industry since 2005.

A large number of workers employed in the manufacturing sector are classified as semi-skilled (39.6 per cent) and low-skilled (31.8 per cent). Semi-skilled employment within the manufacturing sector contracted over the last decade, whilst employment within the low-skilled sector contracted by 0.3 per cent per annum since 2005. Only 11.8 per cent of those employed in the manufacturing sector are categorised as skilled workers, and employment growth within this category has remained relatively stagnant since 2005. The informal sector makes up 16.8 per cent of the industry's workforce and experienced robust long term growth as employment grew by 7.2 per cent per annum over the period 2005 – 2015. Informal employment within the manufacturing industry furthermore experienced robust growth of 6.6 per cent per annum post-recession.

CONSTRUCTION

The construction sector comprised R 239.3 million (or 4.08 per cent) of the municipality's GDP in 2015. Construction has nevertheless been the fastest growing industry since 2005, with growth averaging 5.94 per cent per annum. GDP growth has nevertheless slowed since the recession and averaged 1.80 per cent over the period 2010 – 2015 as the sector struggles to fully recover after the recession.

The construction sector employed only 4.96 per cent of the area's workforce in 2015. Employment in the municipality's construction sector has grown by 2.4 per cent per annum since 2005. Approximately 209 jobs have been created on net since 2005, the majority of which were created over the period 2010 – 2015 (where employment growth averaged 1.2 per cent per annum).

The majority (42.4 per cent) of the workers employed in the construction industry operate within the informal sector. Employment growth within this sector has been consistently high since 2005. Low-skilled employment makes up 17.5 per cent and semi-skilled employment makes up 33.1 per cent of the workforce in the construction industry, and employment within both these sectors has contracted over the past decade (with employment contracting the fastest in the latter half of the decade). Workers employed in these sectors who have lost their jobs may have found employment in the informal sector. Skilled employment makes up only 7.1 per cent of the construction industry's workforce, and has grown at a moderate rate of 2.2 per cent per annum over the period 2005 – 2015 (with growth nevertheless stagnating in the post-recessionary period as employment in the sector struggles to recover).

COMMERCIAL SERVICES

Commercial services encompass the wholesale & retail trade, catering & accommodation, transport, storage & communication and finance, insurance, real estate & business services industries. This sector comprised R2.404 billion (or 41.0 per cent) of the Municipality's GDP in 2015 (the largest sector in the region). The industry grew at a faster rate than the overall municipality over the period 2005 – 2015 (3.59 per cent compared to the municipal average of 2.95 per cent); growth tapered downward to 2.87 per cent per annum in the post-recessionary (which is above the municipal average over this period).

This sector employed 32.1 per cent of the areas workforce (making it the largest employer). Employment has shown consistent growth throughout the past decade recording a 3.4 per cent growth rate per annum on average. Employment growth dropped to 2.1 per cent per annum over the period 2010 – 2015 which is below the overall municipal employment growth in the post-recessionary period. On net, 4 027 jobs have been created within the commercial services industry in Saldanha Bay since 2005.

More than a third (35.2 per cent) of the industry's workforce is classified as semi-skilled, while 18.6 per cent is classified as low-skilled and 15.5 per cent is classified as skilled. Employment within the skilled and low-skilled sectors grew at moderate rates of 2.1 per cent and 2.4 per cent per annum since 2005, whilst the semi-skilled sector experienced relatively slower rates of 0.8 per cent over the period 2005 – 2015. Low-skilled employment growth tapered down to 2.0 per cent in the post-recessionary period, whilst skilled employment increased marginally to 1.9 per cent per annum over this period (2010 – 2015). Informal employment within the Commercial services industry makes up a significant portion (30.6 per cent) of the industries workforce and has experienced robust growth of 10.8 per cent per annum since 2005, and lower (but still strong) growth of 4.5 per cent per annum over the last 5 years. The informal sector is responsible for the majority of the new jobs created in the industry.

GOVERNMENT AND COMMUNITY, SOCIAL AND PERSONAL SERVICES

The general government & community, social and personal services is moderately sized (comprising only 16.1 per cent or R943.63 million of the municipality's overall GDP in 2015). The industry experienced GDP growth of 3.61 per cent over the period 2005 – 2015 (and a marginally decreased rate of 3.21 per cent per annum since 2010) making it the third largest contributor to the overall municipal GDP figure within Saldanha Bay.

The industry similarly employs a noteworthy share (20.27 per cent) of the area's workforce and its employment growth over the period 2005 – 2015 averaged 3.4 per cent per annum. Employment growth has slowed since the recession (to 2.8 per cent per annum over the period 2010 - 2015).

A large proportion (39.9 per cent) of the industry's formally employed workforce are classified as low-skilled, while 23.9 per cent fall within the semi-skilled and 24.9 per cent are classified as skilled. Employment in the skilled category grew at 3.0 per cent per annum over the period 2005 - 2015 overall, and has decelerated slightly since the recession (with growth averaging 2.5 per cent per annum over the period 2010 – 2015). Low-skilled employment grew at 2.8 per cent per annum since 2005, with growth tapering off at 2.2 per cent in the post-recessionary period. Semi-skilled employment similarly grew at a rate of 1.9 per cent per annum since 2005, with growth tapering off at 1.6 per cent per annum in

the post-recessionary period. The informal sector employed only 11.2 per cent of the industries workforce, but grew at a rate of 17.6 per cent per annum over the period 2005 – 2015 (this growth nevertheless stemming from a small base).

CHAPTER 4: WARD PLANNING

The IDP is about determining the stakeholder and community needs and priorities which need to be addressed in order to contribute to the improvement of the quality of life of residence within the municipal service area.

Various stakeholder and sector departments were involved during the IDP development process. The 14 Ward Committees, the IDP Indaba and the ward specific consultative process were some of the distinct structures through which formalised public participation within Saldanha Bay municipal area on behalf of its communities took place.

4.1 SITUATIONAL ANALYSIS OF WARDS

The below is a synopsis derived from the various engagements, community matters raised and/or data intelligence performed:

WARD	WATER	SANITATION	ELECTRICITY	EDUCATION	HEALTH	SPORT	CRIME	CLEANLINESS
1	😊	😊	😊	😊	😊	😊	😊	😊
2	😊	😊	😊	😊	😊	😊	😊	😊
3	😊	😊	😊	😊	😊	😊	😊	😊
4	😊	😊	😊	😊	😊	😊	😊	😊

5	😊	😊	😊	😊	😊	😊	😊	😊
6	😊	😊	😊	😊	😊	😊	😊	😊
7	😊	😊	😊	😊	😊	😊	😊	😊
8	😊	😊	😊	😊	😊	😊	😊	😊
9	😊	😊	😊	😊	😊	😊	😊	😊
10	😊	😊	😊	😊	😊	😊	😊	😊
11	😊	😊	😊	😊	😊	😊	😊	😊
12	😊	😊	😊	😊	😊	😊	😊	😊
13	😊	😊	😊	😊	😊	😊	😊	😊
14	😊	😊	😊	😊	😊	😊	😊	😊

4.2 ANALYSES OF INFRASTRUCTURE SPENDING

The below table indicates the infrastructure for the past audited financial year and the budget provisions as far as it pertains to the current and next MTREF period relating to capital infrastructure.

Description	2015/16	2016/17		Planned Capital expenditure		
	Audited outcome '000	Original Budget '000	Adjustment Budget '000	2017/18 '000	2018/19 '000	2019/20 '000
<u>Capital expenditure by Asset Class</u>						
Infrastructure - Total	65 045	155 410	152 788	146 070	93 624	92 885
Infrastructure: Road transport - Total	30 675	35 003	38 072	35 964	25 086	13 405

Description	2015/16	2016/17		Planned Capital expenditure		
	Audited outcome '000	Original Budget '000	Adjustment Budget '000	2017/18 '000	2018/19 '000	2019/20 '000
Roads, Pavements & Bridges	26 482	25 323	28 392	29 786	23 338	11 650
Storm water	4 193	9 680	9 680	6 178	1 748	1 755
Infrastructure: Electricity - Total	15 996	30 512	28 236	29 351	14 488	30 455
Generation	-	-	-	-	-	-
Transmission & Reticulation	15 996	24 955	22 693	29 351	14 488	30 455
Street Lighting	-	5 557	5 543	-	-	-
Infrastructure: Water - Total	3 660	1 506	7 354	17 726	4 348	20 500
Dams & Reservoirs	1 723	-	5 848	7 150	-	7 500
Water purification	-	-	-	-	-	-
Reticulation	1 937	1 506	1 506	10 576	4 348	13 000
Infrastructure: Sanitation - Total	10 093	52 427	37 976	33 356	20 135	9 800
Reticulation	2 288	38 220	12 537	16 443	1 985	450
Sewerage purification	7 805	14 207	25 439	16 913	18 150	9 350
Infrastructure: Other - Total	4 622	13 940	5 429	29 673	29 567	18 725
Waste Management	(558)	10 800	2 601	29 393	29 567	18 725
Transportation	-	250	145	-	-	-
Gas	-	-	-	-	-	-
Other	5 179	2 890	2 683	280	-	-
<u>Community - Total</u>	<u>33 298</u>	<u>22 022</u>	<u>35 720</u>	<u>23 165</u>	<u>2 850</u>	<u>2 050</u>
Parks & gardens	1 676	960	778	860	150	850
Sports fields& stadia	8 297	-	2 033	-	-	-
Swimming pools	197	-	-	-	-	-
Community halls	1 468	-	150	-	-	-
Libraries	-	-	-	150	-	-

Description	2015/16	2016/17		Planned Capital expenditure		
	Audited outcome '000	Original Budget '000	Adjustment Budget '000	2017/18 '000	2018/19 '000	2019/20 '000
Recreational facilities	6 820	16 712	21 615	6 215	-	1 000
Fire, safety & emergency	-	-	-	2 000	-	-
Security and policing	-	-	1 170	3 224	1 200	200
Buses	-	-	-	-	-	-
Clinics	-	-	8	-	-	-
Museums & Art Galleries	15	-	-	-	-	-
Cemeteries	-	-	-	-	-	-
Social rental housing	-	-	-	-	-	-
Other	14 825	4 350	9 967	10 717	1 500	-
<u>Capital expenditure by Asset Class</u>	<u>47 608</u>	<u>53 838</u>	<u>79 493</u>	<u>57 563</u>	<u>14 482</u>	<u>15 975</u>
<u>Heritage assets - Total</u>	<u>1 547</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Buildings	1 547	-	-	-	-	-
Other	-	-	-	-	-	-
<u>Investment properties - Total</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Housing development	-	-	-	-	-	-
Other	-	-	-	-	-	-
<u>Other assets</u>	<u>43 995</u>	<u>51 268</u>	<u>63 570</u>	<u>51 584</u>	<u>11 559</u>	<u>12 895</u>
General vehicles	967	4 985	5 558	7 010	4 000	5 560
Specialised vehicles	-	-	-	-	-	-
Plant & equipment	6 727	861	1 522	1 302	378	1 410
Computers - hardware/equipment	4 665	2 093	2 007	1 950	1 078	725
Furniture and other office equipment	2 298	1 698	667	1 930	68	544
Abattoirs	-	-	-	-	-	-
Markets	-	-	-	-	-	-

Description	2015/16	2016/17		Planned Capital expenditure		
	Audited outcome '000	Original Budget '000	Adjustment Budget '000	2017/18 '000	2018/19 '000	2019/20 '000
Civic Land and Buildings	—	37 963	-	-	-	-
Other Buildings	3 079	-	50 245	34 625	3 450	900
Other Land	16 448	-	-	-	-	-
Surplus Assets - (Investment or Inventory)	—	-	-	-	-	-
Other	9 812	3 669	3 570	4 767	2 585	3 756
<u>Agricultural assets</u>	—	-	-	-	-	-
List sub-class	—	-	-	-	-	-
<u>Biological assets</u>	—	-	-	-	-	-
List sub-class	—	-	-	-	-	-
<u>Intangibles</u>	2 066	2 570	15 924	5 979	2 923	3 080
Computers - software & programming	2 066	2 570	15 924	5 979	2 923	3 080
Other (list sub-class)	—	-	-	-	-	-
Total Capital Expenditure on new assets	145 951	209 248	232 281	226 799	110 956	110 910

4.3 COMMUNITY NEEDS ANALYSES

Public participation meetings were held in each of the 14 wards to obtain community inputs for the 4th IDP with commencement from 1 July 2017 and ending 30 June 2022. The below inputs received during the November 2016 public participation meetings was provided for planning-led-budget purposes of the respective wards, however, the relevance and the prioritisation thereof for each of the financial years need to be finalised by the respective ward committees:

REFER TO ANNEXURE FOR THE DETAIL OF THE INPUTS PROVIDED.

CHAPTER 5: ORGANISATIONAL ARRANGEMENT

5.1 THE COUNCIL

The council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles, and have delegated its executive function to the Executive Mayor and the Mayoral Committee. Their role is to debate issues publicly and to facilitate political debate and discussion. The council plays a very active role in the operations of the Municipality. Apart from their functions as decision makers, councillors are also actively involved in community work and the various social programmes in the municipal area.

The Council of the Saldanha Bay Municipality comprises of 27 elected Councillors, made up from 14 Ward Councillors and 13 Proportional Representation (PR) Councillors elected on the basis of proportional of votes casts for the respective parties. The portfolio committees are made up of councillors drawn from all political parties. The political composition of the Council are as follow:

Democratic Alliance	African National Congress	Saldanha Rate Payers Association	Economic Freedom Fighters
11 Ward Councillors	3 Ward Councillors		
6 Proportional Councillors	5 Proportional Councillors	1 Proportional Councillor	1 Proportional Councillor

Below is a table that categorises the councillors within their specific political parties and wards:

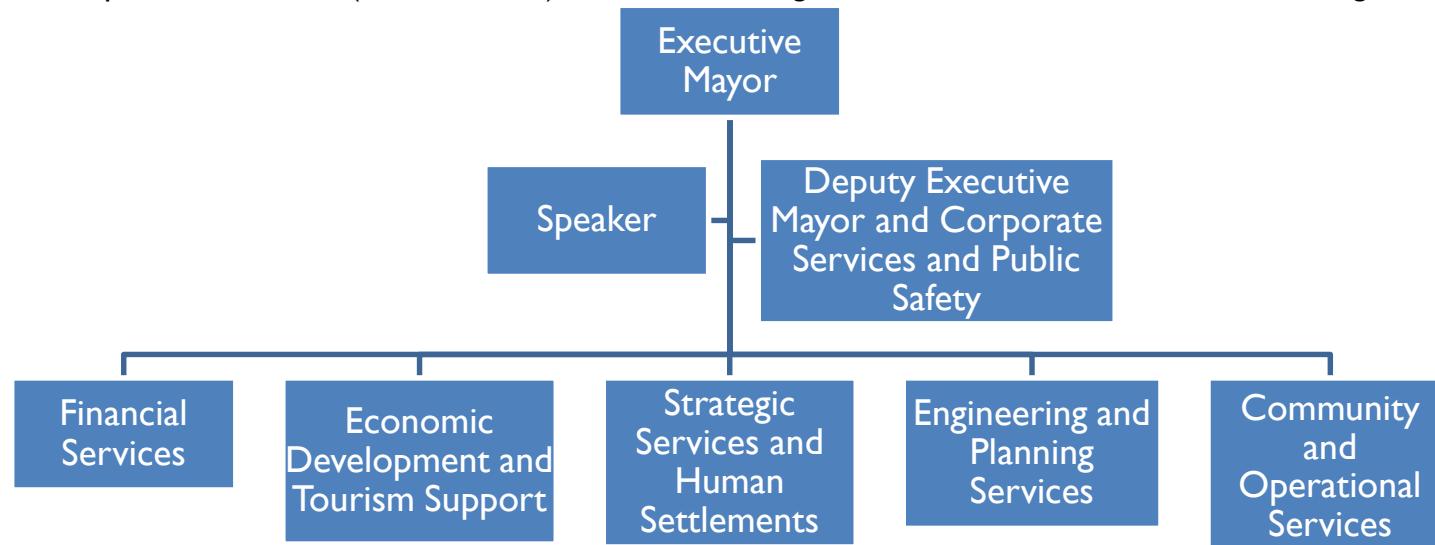
Name of Councillor	Capacity	Political Party	Ward Representing or Proportional	Gender
M Koen	Executive Mayor	DA	Proportional	Male
E Vaughan	Deputy Mayor and Portfolio Chairperson: Corporate Services	DA	Ward 8	Female

Name of Councillor	Capacity	Political Party	Ward Representing or Proportional	Gender
OD Daniels	Speaker	DA	Proportional	Female
S Mohale	Portfolio Chairperson: Community Services	DA	Proportional	Female
E Steyn	Portfolio Chairperson: Economic Development & Tourism Support Services	DA	Ward 10	Female
A Venter	Portfolio Chairperson: Finance Services	DA	Ward 6	Male
A Kruger	Portfolio Chairperson: Technical and Infrastructure Services	DA	Proportional	Male
S Van Tura	Portfolio Chairperson: Social and Housing Services	DA	Ward 13	Female
M Alie	Councillor	DA	Ward 14	Female
R Don	Councillor	DA	Ward 3	Male
N Girimane	Councillor	ANC	Proportional	Female
T Khulu	Councillor	EFF	Proportional	Male
G Kordom	Councillor	DA	Proportional	Female
J Kotze	Councillor	SBRA	Proportional	Male
S Mafenuka	Councillor	ANC	Ward 1	Male
M Makwetu	Councillor	ANC	Ward 12	Male
E Mankay	Councillor	ANC	Proportional	Female
L Mitchell	Councillor	DA	Ward 2	Male
D Mpeko	Councillor	ANC	Proportional	Female
E Nackerdien	Councillor	ANC	Proportional	Male
F Pronk	Councillor	DA	Ward 5	Male
F Schippers	Councillor	DA	Proportional	Male
S Scholtz	Councillor	DA	Ward 11	Female
M Schrader	Councillor	DA	Ward 7	Female

Name of Councillor	Capacity	Political Party	Ward Representing or Proportional	Gender
J Skei	Councillor	ANC	Proportional	Male
G Sipholi	Councillor	ANC	Ward 9	Male
A Williams	Councillor	DA	Ward 4	Male

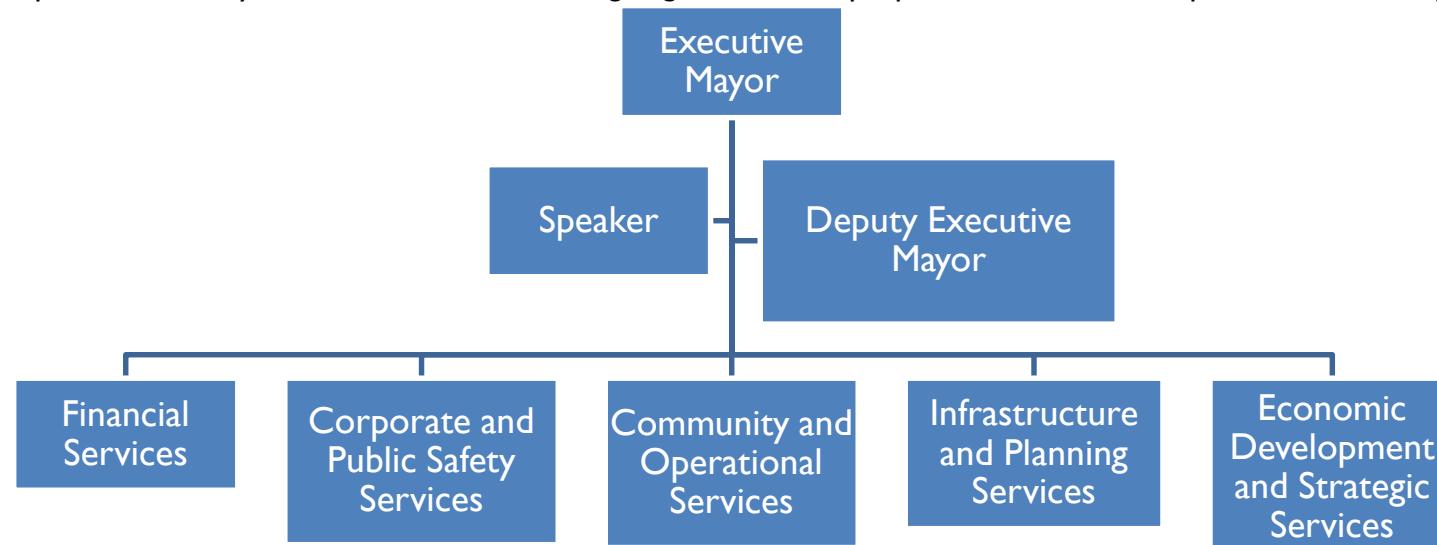
5.2 COUNCIL'S COMMITTEES

The Council has an Executive Mayor and Executive Councillors which consists of the Deputy Executive Mayor, the Speaker and five (5) full time Councillors which each hold a direct portfolio as assigned by the Executive Mayor. SBM has established five committees in terms of section 80 of the Municipal Structures Act (act 17 of 1998) as resolved through Council resolution R7/8-16 dated 22 August 2016:



The portfolio committees' primary responsibility is to exercise oversight over the executive arm of the municipality's governance structure. These committees monitor the delivery and outputs of the executive and may request Directorates to account for the outputs of their functions.

Executive Councillors account for executive decisions and operations performed in general policy framework agreed to by Council and although the portfolio committees play an oversight role, they have limited decision-making powers. These committees are responsible for submitting their reports to the Mayoral Committee, however, going forward the proposed structure for implementation as of July 2017 will be as follow:



The Council resolved further under R9/8-16 dated 22 August 2016 in accordance with section 79 of the Local Government: Municipal Structures Act, 117 of 1998 to establish the below committees / Council representatives to ensure appropriate governance and oversight of Council affairs:

Committee / Council representatives	Committee / Council representatives
Section 62 Appeal Committee	St Helena Bay Water Quality Trust Committee
Municipal Public Accounts Committee (MPAC)	Community Policing Forums
Budget Steering Committee (Members as for Finance Portfolio Committee)	Saldanha Bay Sport Control Forum
Special Committee: Code of Conduct Of Councillors	Appointment Committee
Regulatory Committee	Training- And Employment Equity Committee (Subcommittee Of Labour Forum)

Committee / Council representatives	Committee / Council representatives
Committee: Non-Attendance of Councillors	Local Labour Forum
Aesthetics Committee	Ict Committee
Refuse Disposal Site Committee	Idz Skills Task Team And Programme
Salga	Provincial Local Economic Forum : EDP Board
Saldanha Bay Tourism Organisation	West Coast Municipal Coastal Committee (MCC)
West Coast Business Development Centre	Saldanha Community Trust (Soventix)
Saldanha Bay Water Quality Trust Committee	IDZ LiCo (Directors)

5.3 THE ADMINISTRATION

The administrative arm of the Municipality is headed by the municipal manager. The municipal manager as head of the administration is responsible and accountable for tasks and functions as provided for in Section 55 of the MSA, other functions/tasks as provided for in legislation as well as functions delegated to her by the Executive Mayor and Council. He is supported by a team of five directors and managers.

5.3.1 Management Structure

Name of Official	Capacity	Appointment Date	Name of Official	Capacity	Appointment Date
Mr G Smith	Acting Municipal Manager (position vacant)	February 2017	Mr J Marais	Director Community and Operational Services	September 2013
Mr S Vorster	Chief Financial Officer	October 2011	Mr P Mbaliswana	Director Corporate Services	October 2014
Mr G Smith	Director Engineering and Planning Services	February 2012			

5.3.2 Staff Compliment

The SBM Council has reviewed and amended its organisational structure in 2013, to effectively and efficiently deliver services in line with the overarching Key Performance Areas and Strategic Objectives of the organisation. The senior management team is supported by a municipal workforce of 978 permanent employees of the 1 046 posts budgeted for have been filled (93.5% of approved organogram) which is structured in the various departments to implement the IDP strategic objectives and related service delivery activities as at end April 2017.

MUNICIPAL MANAGER				
Office of Municipal Manager (21 posts)	Directorate Finance (139 posts)	Directorate Corporate & Protection Services (135 posts)	Directorate Engineering & Planning Services (330 posts)	Directorate Community & Operational Services (417 posts)
<ul style="list-style-type: none"> • Support Services • IDP/PMS • Spatial Information & Interventions • LED • Communication & Public Relations • Enterprise Risk Management 	<p>Financial Management</p> <ul style="list-style-type: none"> • AFS & Returns • Budgets • Finance Data Processing <p>Financial Operations</p> <ul style="list-style-type: none"> • Supply Chain Management • Expenditure • Revenue 	<ul style="list-style-type: none"> • Human Resources • Administration • Legal Services • ICT • Community Safety • Libraries 	<ul style="list-style-type: none"> • Electro-technical Services • Civil Services • Mechanical Services • Land Use & Development Control • Project Management 	<p>Community Support Services:</p> <ul style="list-style-type: none"> • Community Development • Housing Demand • Sport Facility Coordination • Community Halls • Fire & Disaster Support • Cemeteries • Resorts <p>Area Engineering Services:</p> <p>(Hopefield, Jacobsbaai, Langebaan, Paternoster, Saldanha, St Helena Bay)</p> <ul style="list-style-type: none"> • Road/Storm Water Maintenance • Water Reticulation/Maintenance • Sewerage Services/Maintenance • Parks and Public Amenities
Internal Audit				

				Management/Maintenance • Sport Field Maintenance
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5.4 CAPACITY ANALYSES (ORG. REVIEW IN PROCESS)

The Saldanha Bay Municipality commenced with an organisation review following the August 2016 local government elections to ascertain the responsiveness of the structure for the elected term. Council adopted an organisational review process plan as per resolution R91/10-16 to give effect for a systematic analyses and identification of the macro and micro structure responsiveness.

The aim is to review and re-align the organisational structure thereby enhancing the effective, efficient and systematic performance of its legislative mandate and strategic objectives. This project's primary goal is to develop an optimal organisational structure with related implementation support to enhance the municipality's corporate objectives.

The rationale for following a specific sequence of first completing the functional structure before designing the organisational structure is to ensure application of the principle of "form follows function". The "Functional structure" should describe "What" and "Why" (legislation, policies, purposes, functions and activities) the different units of the municipality must do, which then form the bases for the "Organisational structure" ("How", i.e. organisational relationships, reporting lines, etc., and by "Whom", i.e. how many, type and levels of posts). The review is to determine the optimal functional and organisational relationships. The "persons" in the structure are therefore not considered in the analyses and designing processes.

Alignment of structures to reflect and sustain strategic priorities in terms of the municipality's IDP. The IDP should guide the institutional renewal in response to the changing trends and patterns of developmental needs and issues. To address backlogs and implement projects require a specific balanced approach to restructuring – all possible alternatives have to be exploited, to ensure optimum value for the municipality. Aligning roles, responsibilities, and a system of delegation with objectives and priorities as set out by council and establishing clear relationships, facilitating co-operation and communication between all stakeholders. Whereas the IDP describes "Which" services and priorities the municipality must deliver, the functional and organisational structure indicates "What", "Why" and "How" the service delivery units should be structured and "How many posts" is needed to achieve it.

The proposed macro organisational structure to be adopted are therefore as



SALDANHA
MUNICIPALITY

OFFICE OF THE EXECUTIVE MAYOR

MUNICIPAL MANAGER

INTERNAL AUDIT

YOUTH COUNCIL
PROGRAMME

LEGAL SERVICES

OFFICE OF THE MUNICIPAL MANAGER
(SUPPORT SERVICES)

- CUSTOMER RELATIONS MANAGEMENT
- INTERNATIONAL RELATIONS
- INTERNAL & EXTERNAL COMMUNICATION

DIRECTORATE FINANCIAL SERVICES

- AFS & RETURNS
- BUDGET
- FINANCE DATA
PROCESSING
- SCM
- EXPENDITURE
- REVENUE

DIRECTORATE CORPORATE & PUBLIC SAFETY SERVICES

- HUMAN RESOURCES
- ADMINISTRATION
- TRAFFIC SERVICES
- LAW ENFORCEMENT
- SECURITY SERVICES
- FIRE FIGHTING & DISASTER
MANAGEMENT
- LIBRARIES
- PROPERTY & LAND
TRANSFERS
- LAND CONTROL

DIRECTORATE COMMUNITY & OPERATIONAL SERVICES

- COMMUNITY HALLS
- SPORT & FACILITY
COORDINATION
- THUSONG/MULTI-PURPOSE
CENTRES
- BEACHES (CLEANING)
- NURSERY & HORTICULTURE
SERVICES
- TOWN ENGINEERS (ROADS,
STORMWATER, WATER,
PARKS, SPORTS GROUNDS &
PUBLIC AMENITIES &
CEMETERIES)
- RESORTS (OPERATIONAL)

DIRECTORATE INFRASTRUCTURE & PLANNING SERVICES

- WATER SERVICES
- WASTE WATER SERVICES
- ROADS
- STORMWATER
- SOLID WASTE MANAGEMENT
- ELECTRO-TECHNICAL
- CIVIL SUPPORT SERVICES
- MECHANICAL SERVICES
- HOUSING DEVELOPMENT/COORDINATION
- BENEFICIARY MANAGEMENT
- HOUSING STRATEGY (FORWARD
PLANNING)
- LAND USE & DEVELOPMENT CONTROL
- HELPDESK
- SPATIAL INFORMATION & INTERVENTIONS/
URBAN RENEWAL
- PMU
- BUILDING MAINTENANCE
- BUILDING CONTROL
- EPWP

DIRECTORATE ECONOMIC DEVELOPMENT & STRATEGIC SERVICES

- COMPLIANCE MANAGEMENT
- FRAUD RISK MANAGEMENT (FRM)
- ID PAPNSIGR
- SOBIP
- LED
- PUBLIC PART/WARD ADMIN
- FESTIVALS/EVENTS
- SKILLS DEVELOPMENT
PROGRAMMES (UNEMPLOYED)
- SMALL BUSINESS SUPPORT
- TOURISM
- ID Z
- SMALL HARBOURS
- ENTREPRENEURIAL DEVELOPMENT
- AIRPORTS
- ICT
- RESORTS/MUSEUMS (STRATEGIC
INTENT)
- WARD BASED DEVELOPMENT &
RELIEF SUPPORT

5.5 ECONOMIC DEVELOPMENT FORUM

The role and function of Saldanha Bay Municipality is articulated in the DPLG's LED Framework (2006). The framework makes it clear that local government is not responsible for creating jobs but should rather invest in providing the overall economic and social conditions conducive to creating employment opportunities. Local economic development is therefore about creating a platform and environment to engage stakeholders in implementing strategies and programmes.

The Framework emphasizes that municipalities have a key role in creating an environment conducive for investment through the provision of infrastructure and quality services, rather than by developing programmes and attempting to create jobs directly. Beyond this, municipalities should play a connector role in respect of LED, drawing upon resources locked in a range of different government support instruments into their localities (Patterson, 2008).

The connection between the urgent need for growth, inclusive development and reducing economic disparities cannot be ignored or underestimated. Dynamic real "economic growth" increases countries revenue and provides the means for "local economic development" that includes reducing social inequality. However, at the same time there is little evidence that growth by itself, will achieve the developmental needs of South Africa.

The establishment of a Saldanha Bay Economic Development Forum will therefore enhance sector/industry discussions and the collaborative intent thereof to ensure economic stimulation. An evaluation will be performed of all industries within the municipal area of current and foreseen industries and to tailor frequent industry discussion to unlock economic potential.

CHAPTER 6: INTERGOVERNMENTAL ALIGNMENT

Saldanha Bay Municipality is responsible for the delivering of municipal functions as specified in Schedule 4B and 5B of the Constitution. All the strategic planning processes to address these functions should be aligned and fully integrated to ensure sustainable growth and development. The Council is responsible for ensuring that there are development and operational strategies in place to ensure the delivering of the municipal

functions, in accordance with their goals and objectives. Sector planning therefore gives effect to Council's development and operational strategies and reflects the responsibilities of each department in relation to the requirements of the IDP.

6.1 MUNICIPAL FUNCTIONS

The Saldanha Bay Municipality is responsible for delivering the following services:

Municipal Function	Responsible Directorate	Municipal Function	Responsible Directorate	
Constitution Schedule 4, Part B Functions:		Constitution Schedule 5, Part B Functions:		
Air Pollution	Engineering and Planning Services	Beaches and amusement facilities	Community and Operational Services	
Building Regulations	Engineering and Planning Services	Billboards and the display of advertisements in public places	Engineering and Planning Services	
Electricity Reticulation	Engineering and Planning Services	Cemeteries, Funeral Parlours And Crematoria	Community and Operational Services	
Fire Fighting Services	Outsourced to West Coast District Municipality	Cleansing	Community and Operational Services	
Local Tourism	Office of the Municipal Manager	Control Of Public Nuisances	Community and Operational Services	
Municipal Planning	Engineering and Planning Services	Local Amenities	Community and Operational Services	
Municipal Public Transport	Engineering and Planning Services	Local Sport Facilities	Community and Operational Services	

Municipal Function	Responsible Directorate	Municipal Function	Responsible Directorate
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this constitution or any other law	Engineering and Planning Services / Community and Operational Services	Municipal Abattoirs	N/a
Storm water Management Systems In Built-Up Areas	Engineering and Planning Services	Municipal Parks And Recreation	Community and Operational Services
Trading Regulations	Engineering and Planning Services	Municipal Roads	Engineering and Planning Services
Water and sanitation services limited to potable water supply systems and domestic wastewater and sewage disposal systems	Engineering and Planning Services	Noise Pollution	Engineering and Planning Services
Constitution Schedule 5, Part B Functions (cont...):			
Public Places	Community and Operational Services	Street Lighting	Engineering and Planning Services
Refuse Removal, Refuse Dumps And Solid Waste Disposal	Engineering and Planning Services	Traffic And Parking	Engineering and Planning Services
Street Trading	Office of the Municipal Manager		

The municipality has the following by-laws, policies, systems, frameworks, strategies and plans to support the workforce in the execution of municipal functions:

Office of Municipal Manager	
Delegation of Power	Performance Management Policy
Communication Strategy	Performance Management Framework
Risk Management Policy and Strategy	Local Economic Development Strategy
Fraud Prevention Strategy	Informal Trading By-Law
Tourism Strategy	Events By-Law
Human Settlements Plan	
Directorate Financial Services	
Debt Collection and Credit Control Policy	Cash and Investment Policy
Tariffs Policy	Asset Management Policy
Supply Chain Management Policy	Budget Implementation and Management, Funds and Reserves and Virement Policy
Property Rates Policy	Borrowing Policy
Grants Policy	Customer Care, Credit Control and Debt Collection By-Law
Tariff By-Law	Property Rates By-Law
Indigent Policy	
Directorate Engineering and Planning Services	
Street Name and Numbering Policy	Electricity By-Law
Advertising and Signage By-Law	Liquor Trading Days and Hours By-Law
Air Pollution Control By-Law	Roads and Streets By-Law (joint responsibility as per assigned functions)
Fences and Walls By-Law	Solid Waste Disposal By-Law
Fire Safety By-Law	Water and Sanitation Services By-Law (joint responsibility as per assigned functions)
Storm Water Management By-Law (joint responsibility as per assigned functions)	Spatial Development Framework
Infrastructure and Growth Plan	Electrical Network Development Plan
Water and Sewerage Reticulation Master Plan	Electricity Maintenance Plan
Water Services Development Plan	Integrated Waste Management Plan

Storm Water Master Plan	Integrated Waste Management Policy
Pavement Management System	Integrated Transport Plan
Road Network Master Plan	Integrated Coastal Management Strategy
Air Quality Management Plan	Building Maintenance Plan
Directorate Community and Operational Services	
Sport Master Plan	Housing Beneficiary Selection Policy
Cemeteries and Crematoria By-Law	Sporting Facilities By-Law
Public Amenities By-Law	Water and Sanitation Services By-Law (joint responsibility as per assigned functions)
Roads and Streets By-Law (joint responsibility as per assigned functions)	Storm Water Management By-Law (joint responsibility as per assigned functions)
Directorate Corporate Services	
Attendance and Absenteeism Policy	Bursary for Officials Policy
Conditions of Service (work hours etc) – Collective Agreement_Bargaining Council	Dress Code Policy
Disciplinary – Collective Agreement_Bargaining Council	Employee Assistance Policy
Grievance – Collective Agreement_Bargaining Council	Employment Equity Plan
Long Service – Collective Agreement_Bargaining Council	Human Resource Policy (SOP)
Leave, Unpaid and Special – Collective Agreement_Bargaining Council	Occupational Health and Safety Policy
Overtime Policy	Smoking Policy
Substance Abuse Policy	Telecommunications Policy
Transport Policy	Travel and Subsistence Policy (+ Furniture Removal)
Uniform and Protective Clothing Policy	Records Management Policy
Disaster Management Plan	Workplace Skills Development Plan
Website Policy	Information Technology Policy
Impoundment of Animals By-Law	Prevention of Public Nuisances and Public Nuisances Arising from the Keeping of Animals By-Law
Rules of Order Regulating the Conduct of Meetings of the Municipality By-Law	

6.2 SECTOR PLANNING (DEVELOPMENT AND OPERATIONAL STRATEGIES)

Sector planning reflects the development and operational strategies of the municipality in response to the strategic objectives set by the council. The sector plans focus on specific sectors within local government. The alignment of sector plans between all spheres of government is important in ensuring integration of programmes and maximum utilization of available resources.

The following table indicates the sector plans available at the municipality, the department responsible for their management and compilation and their status. In the subsequent section each of the relevant sectors are discussed in more detail:

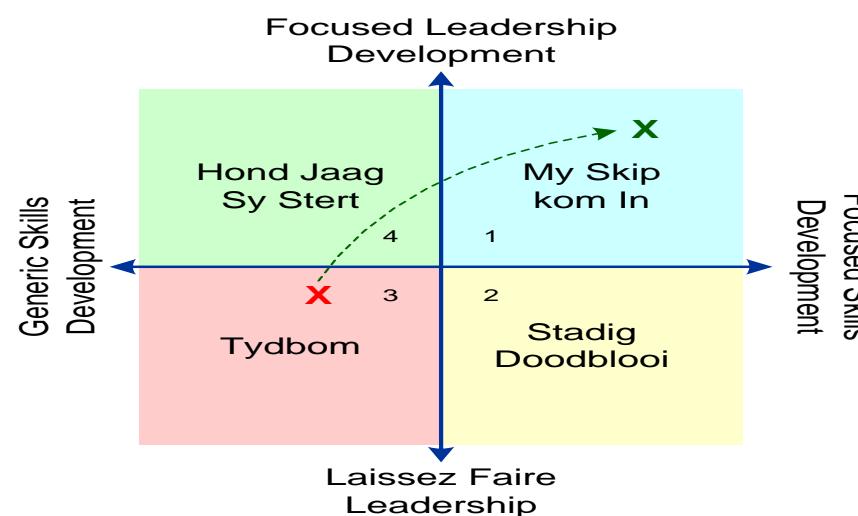
Sector Plan	Responsible Directorate & Department	Status of Plan	Year approved	Date when review is due
Long Term Financial Plan	Finance: Chief Financial Officer	Approved	2016	2018
Spatial Development Framework	Engineering & Planning Services: Land Use Planning & Development Control	Approved. Compilation of a new SDF initiated for completion in 2017/2018	2011	2016/2017
Local Economic Development Strategy	Office of the Municipal Manager: Local Economic Development	Approved. Review initiated for completion in 2017.	2013	2015/2016
Infrastructure and Growth Plan	Engineering & Planning Services: Engineering Support Services	Draft	For approval in 2017	Continuous
Electrical Network Development Plan	Engineering & Planning Services: Electrotechnical Services	Approved	2014	2019
Electricity Maintenance Plan	Engineering & Planning Services: Electrotechnical Services	Approved	2014	Continuous
Water and Sewerage Reticulation Master Plan	Engineering & Planning Services: Water And Sanitation	Approved	2012	2018/19

Sector Plan	Responsible Directorate & Department	Status of Plan	Year approved	Date when review is due
Water Services Development Plan	Engineering & Planning Services: Water And Sanitation	Approved	2012	2017/18
Integrated Waste Management Plan	Engineering & Planning Services: Waste Management	Draft	For approval in 2017	Annually
Integrated Waste Management Policy	Engineering & Planning Services: Waste Management	Draft	For approval in 2017	Annually
Storm water Master Plan	Engineering & Planning Services: Roads & Storm water	Approved master planning for Vredenburg, Langebaan, St Helenabay (Laingville) and suburbs in Saldanha (White City & Middelpos) has been prepared to date.	2015	As the need arises
Pavement Management System	Engineering & Planning Services: Roads & Storm water	Approved	2015	2020
Integrated Transport Plan	Engineering & Planning Services: Roads & Storm water	Approved by WCPG, to be adopted by Council	2016	Annually
Road Network Master Plan	Engineering & Planning Services: Roads & Storm water	Approved	2015	Continuous
Human Settlement Plan	Office of the Municipal Manager	Approved	2016	2021
Disaster Management Plan	Corporate Services: Human Resources	Approved	2016	2021
Integrated Coastal Management Strategy	Engineering & Planning Services: Land Use Planning & Development Control	Approved	2015	2020
Air Quality Management Plan	Engineering & Planning Services: Engineering Support Services	Approved	2012	2017

Sector Plan	Responsible Directorate & Department	Status of Plan	Year approved	Date when review is due
Sports Master Plan	Community & Operational Services: Operations	Approved	2015	Annually
Building Maintenance Plan	Engineering & Planning Services: Fixed Assets	Approved	2016	Annually

6.2.1 LOCAL ECONOMIC DEVELOPMENT OUTLOOK

A more pragmatic medium LED Strategy for Saldanha Bay Municipality was endorsed by Council in 2013 which focuses on the role and function of the municipality with regard to ensure that the exploitation of and empower the citizens of the regional economy at a rate that aspirations and quality of life of term. However, the strategy term future of Saldanha Bay the roadmap for its development is change over time in response to or controlled. What is possible considering the future and bring is the development of "In" was the description of a focused skills development and leadership capabilities will empowering the community and ensuring the future growth and development of Saldanha Bay benefits, in the first place the residents of Saldanha Bay Municipality and the West Coast District.



to creating the environment that will this comparative advantage will benefit region. It also sets out to grow the can create and sustain the job all its residents in the medium to long states that when one considers the long picture is bright but the time line and less predictable and will inevitably externalities that cannot be predicted and inherently useful when it comes to preparing for the uncertainty that it will scenarios. The scenario "My Skip Kom future where the combination of systematic building of community provide the most likely route to

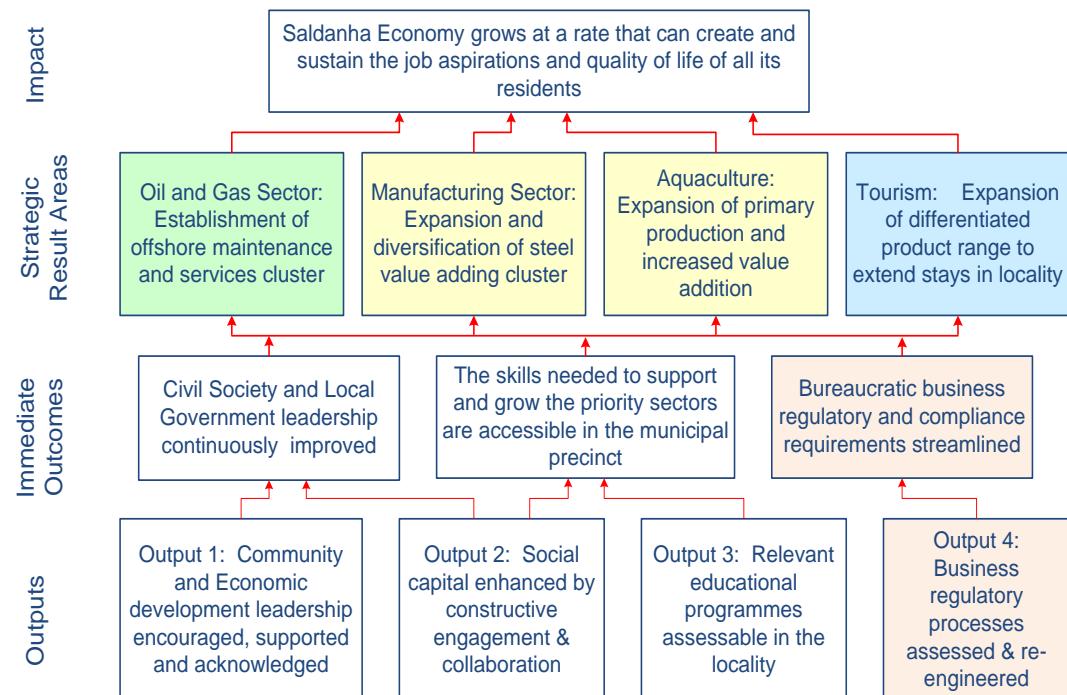
There are four scenarios and each name is significant as it explicitly represents a plausible future that could evolve within the combination of factors that make up that quadrant of the above scenario matrix, and, one that is relevant to the Saldanha Bay community. The names also become a common term when describing how future behaviour is likely to play out.

Also according to the SBM LED Strategy, Saldanha Bay has unquestionable long term potential and is well positioned for exponential growth and development. This growth can be expected from the following strategic result areas such as Oil & Gas, Manufacturing, Aquaculture and Tourism. These sectors can impact on the Saldanha Bay economy to grow at a rate that can create or sustain jobs and quality of life of all residents, with immediate outcomes and outputs as indicated in the strategy map.

Thus, the strategic question that is confronting Saldanha Bay Municipality according to the strategy is: Given the overall locational potential of the locality, what can and should they be doing to extract long term sustainable economic benefits but, just as importantly ensure that these benefits achieve the development and transformation objectives of the Municipality, the Western Cape and South Africa as a whole?

The strategy further argues that the following three immediate outcomes as contained in the above strategy map, would be the levers that would ensure the platform for inclusive economic growth and development of the Saldanha Bay locality and would also make a significant contribution to the West Coast District as a whole:

- Civil Society and Local Government leadership continuously improved.
- The skills needed to support and grow the priority sectors are accessible in the municipal precinct
- Bureaucratic business regulatory and compliance requirements streamlined.



To ensure that these outcomes are realised in a systematic and sustainable manner the focus, in the first place, needed to be on the following:

- To develop community and economic leadership as well as enhance constructive engagement/collaboration;
- To make educational and skills programme accessible in the locality; and
- To assess and re-engineer business regulatory processes

Economic growth at the municipal level is essential for the attainment of economic development, the reduction of poverty and improved accessibility. Fostering this growth requires an in-depth understanding of the economic landscape within which each respective municipality operates.

Saldanha Bay comprised R5.86 billion (or 30.56 per cent) of the District's total R19.16 billion GDP as at the end of 2015. GDP growth averaged 2.95 per cent per annum over the period 2005 – 2015. This is below the District average of 3.42 per cent. Average annual growth of 2.67 per cent in the post-recessionary period remains below the long-term trend but is on par with the District average of 2.75 per cent.

Saldanha Bay employed 28 per cent (46 330 labourers) of the West Coast District's labour force in 2015, and employment grew at a moderate rate of 1.7 per cent per annum on average since 2005, which was above the overall district employment growth rate of 1.1 per cent per annum. Employment growth has nevertheless picked up significantly in the post –recessionary period (2010-2015) averaging 2.5 per cent per annum- this is on par with the district's employment growth rate of 2.7 per cent per annum over this period. Saldanha Bay has experienced job losses prior to and during the recession, but these jobs have been recovered and approximately 5 720 (net) additional jobs have been created since 2005 (the majority of which has been created post- 2010).

The majority of the workforce in Saldanha Bay operates within the semi-skilled (32.50 per cent) and low-skilled sector (32.14 per cent). The semi-skilled sector was the only sector to experience a contraction in employment over the long term (-0.1 per cent per annum over the period 2005 – 2015). Low-skilled employment remained fairly stagnant over the long term, whilst skilled employment (which makes up 13.35 per cent of the municipality's workforce) grew at a moderate rate of 1.9 per cent per annum since 2005. The informal sector (which employs 22.0 per cent of the municipality's workforce) experienced robust growth of 7.8 per cent per annum over the past decade.

SMALL, MICRO AND MEDIUM ENTERPRISES

The informal sector is commonly understood to refer to the unregulated, non-formal portion of the market economy. Statistics SA (2015) uses an employment-based definition for the sector, defining it broadly as comprising of employees working in establishments employing less than five

employees who do not pay income tax, as well as own-account workers whose businesses are not registered for either income tax or value-added tax (EPIC, 2015).

A large number of people are working in and living off the informal economy, which makes it an important factor in considerations in reducing poverty and inequality. In reality the informal economy exists both together and co-dependently with the formal economy. Little is known with regards to the entire spectrum of informal activities. This is problematic for appropriate decision making, without knowing the range of informal economy enterprises cannot develop estimates of the scale of the sector, which in turn potentially belittles its importance and contribution to overall levels of employment and GDP (Petersen, 2015).

The following trading areas was constructed over the last few years to give effect to the formalisation/commercialisation of the informal trading sector:

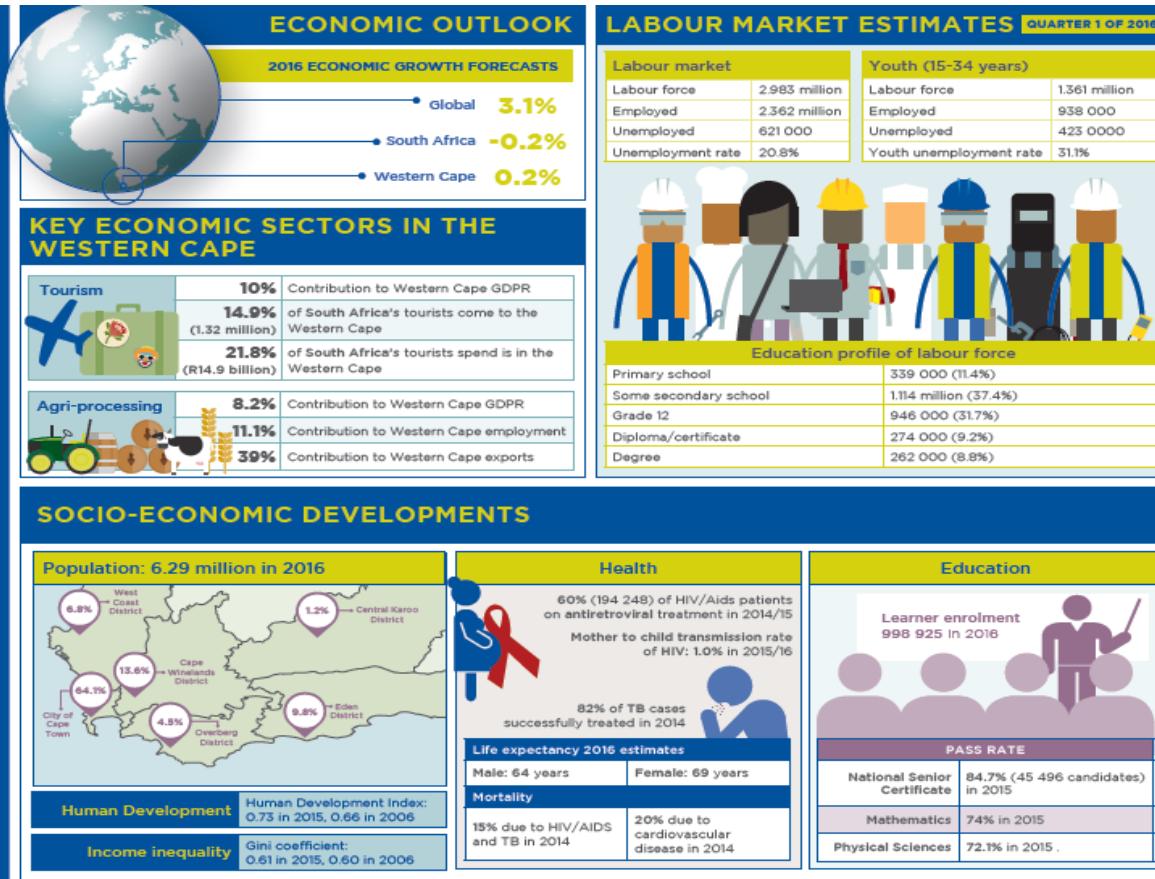
Town	Ward	Number of units erected	Year completed	Type of trading activities
Vredenburg (Ongegund)	9	7	2012	Internet Café ; 3*Food; 2* Salon; Car wash
Vredenburg (Wesbank)	10	6	2015	Food; Internet Café; Tuck Shop; Shoe Repairs; Retail Shop; Hair & Cosmetics and liquid Detergents sales
Saldanha (Middelpos)	1	3	2016	Food; Internet Café; Car wash
Saldanha (Town) Units 1-4	3	4	2011	Food; Hair and Cosmetics; Clothing; Traditional Food
Saldanha (Town) Units 5-14	3	10	2012	Barber Shop; Traditional Clothing; Shoe Repair; Food; Rasta Clothing & Garments; Cakes and party decorations; 2*Fruit & Vegetables; Hair Extensions; Clothing
Saldanha (Stalls)	3	20	2014	Retail
Diazville	4	2	2012	Closed due to vandalism
Langebaan (Stalls)	6	18	2012	Retail and Arts & Craft
St Helena Bay	12	3	2012	Electrical Appliance Repairs; Food; Clothing & Rasta garments

The provision of adequate basic services infrastructure will enhance the access to economic opportunities for entrepreneurs and the establishment of qualitative conditions contributing to the area GDP.

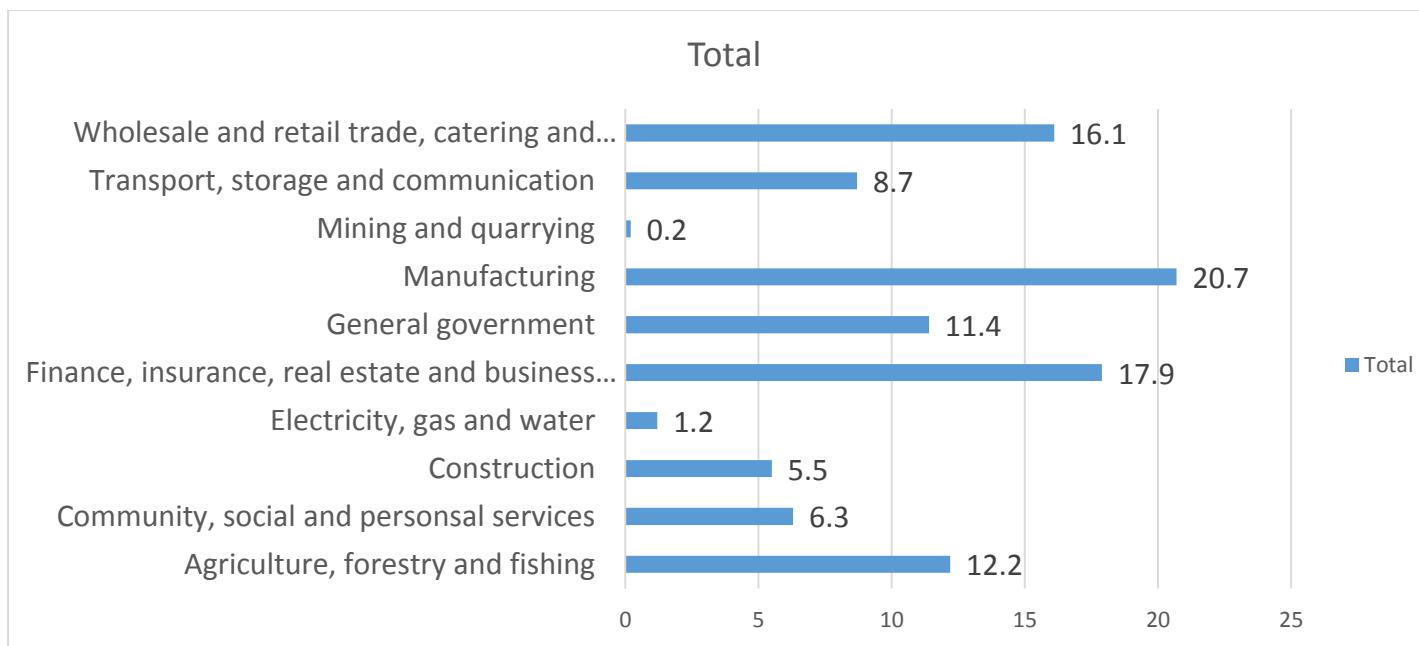
Provincial Economic Review & Outlook

2016

The Provincial Economic Review and Outlook (PERO) provides a review and analysis of economic performance and the economic outlook in the Western Cape



In Saldanha Bay, the primary sector contributed 12.4 per cent to the GDP of the area, compared to 21.4 per cent of the WCD in 2015. The secondary sector contributed 27.3 per cent to the GDP of the area, compared to 26.4 per cent in the WCD in 2015; while the tertiary sector contributed 60.4 per cent to Saldanha Bay compared to 52.1 per cent in the District. This indicates that the secondary and tertiary sector is stronger in the Saldanha Bay compared to the WCD.



INDUSTRIAL DEVELOPMENT ZONE (IDZ)

Two major economic development initiatives being undertaken in South Africa are Industrial Development Zones (IDZs) and Special Economic Zones (SEZs). An IDZ is a purpose built, industrial estate linked to an international air or sea port, which might contain one or multiple Customs Controlled Areas tailored for manufacturing and storage of goods to boost beneficiation, investment, economic growth and, most importantly, the development of skills and employment in these regions. IDZs are intended to promote the competitiveness of the manufacturing sector and to encourage beneficiation of locally available resources. The support could either be a turn-about strategy to attract investment or be a national programme for economic development to increase exports and competitiveness of South African products (SARS, 2016). The key objectives of the IDZ programme include the following:

- Attract foreign direct investment;
- Attract advanced foreign production and technology methods in order to gain experience in global manufacturing and production networks;
- Develop linkages between domestic and zone-based industries; and

- Provide world-class industrial infrastructure.

The SEZ Policy provides a clear framework for the development, operations and management of SEZs, including addressing challenges of the current IDZ Programme. SEZs may be sector-specific or multi-product and the following categories of SEZs have been defined as per the SEZ Act No. 16 of 2014 (Department of Trade and Industry, 2016):

- "Industrial Development Zone" means a purpose built industrial estate that leverages domestic and foreign fixed direct investment in value-added and export-oriented manufacturing industries and services;
- "Free Port" means a duty free area adjacent to a port of entry where imported goods may be unloaded for value-adding activities within the SEZ for storage, repackaging or processing, subject to customs import procedures;
- "Free Trade Zone" means a duty free area offering storage and distribution facilities for value-adding activities within the SEZ for subsequent export; and
- "Sector Development Zone" means a zone focused on the development of a specific sector or industry through the facilitation of general or specific industrial infrastructure, incentives, technical and business services primarily for the export market.

Under the SEZ programme of the national Department of Trade and Industry (DTI), IDZs is a type of SEZ, with its focus being on industrial economic sectors. SEZs are areas designated to attract investment by promoting targeted economic activities, providing enabling infrastructure and a platform for the ease of doing business, with the objective of catalysing economic growth and sustainable job creation in line with the socio-economic development plans and policies of the South African Government. The recently promulgated SEZ Act, Act 16 of 2014, further enables SEZ operators to offer a suite of fiscal incentives to investors and continues to offer zone investors a special customs regime, such as a free trade zone or Freeport.

The Saldanha Bay IDZ (SBIDZ) is located within the Saldanha Bay Municipality. It extends from the Port area in the south up to Regional Route 45 (R45) to the north, and includes land both east and west of the Sishen-Saldanha rail line which runs through the central part of the area in a north-south direction. It is the area around the present industrial area, i.e. around ArcelorMittal South Africa (Saldanha Works), Duferco Steel Processing (Pty) Ltd (Duferco), Tronox (Sands Smelter) and other industries.



Storage, Fabrication, Offices, R&D & Technology Facilities



Storage, Fabrication & Offices



Facility for Marine Repair & Maintenance & Logistics



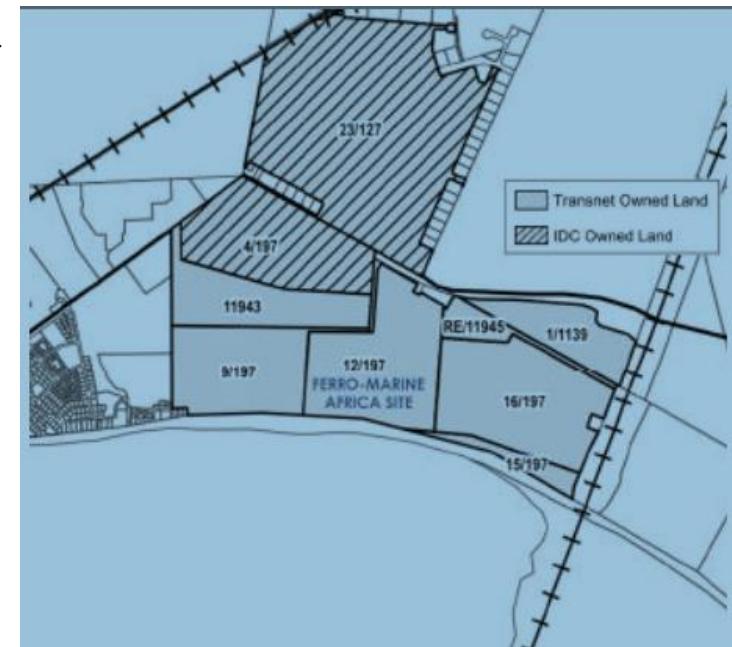
“South African policies for economic growth & development recognise that responding to challenging global and domestic economic conditions demand a focus on new sources of competitiveness that lie in innovation and productivity, with an entrenched base in skills, infrastructure and efficient, responsive state action” SEZ Act No.16 of 2014.

SEZs are therefore:

- Specially-demarcated geographic areas;
- Offering incentives and an ease of doing business;
- In targeted economic sectors;
- And in SA, for the purposes of economic development and job creation; and
- And in our case, for the purposes of local impact across the 7 towns of Saldanha Bay.
-

The designation of the SBIDZ entail the:

- Total land area of ±330ha designated across IDC- & TNPA-owned land.
- Various land transactions underway with IDC & TNPA.
- Only IDZ with a sector-specific focus: Upstream Oil & Gas and Marine Manufacturing & Services.



- Only IDZ currently designated across a Port.
- Will operate the zone as a contiguous Freeport.

The development of the SBIDZ is likely to boost the oil and gas sector, which could give rise to linkages with the more buoyant Swartland and Bergvlier manufacturing sectors, the greater West Coast District, Province and National sectors in turn, stimulating supporting services activity as well.

Whilst care is taken on the economic growth and development with the potential employment opportunities, the SBIDZ licencing company through its mandate and intergovernmental relations engaged to set the scene for the projected developments.

Inclusive working streams was formed with key stakeholders to design, develop, compile and refine amicable agreements for steadfast implementation: The SBM Council resolved through resolution R28/11-16 dated 6 December 2016 to adopt the following agreements for implementation with effect from 1 January 2017:

- Heads of Agreement.
- Services Infrastructure.
- Ease of Doing Business.
- Financial Arrangement.

SOCIAL INNOVATION HELIX

Saldanha Bay Municipality (SBM) and Stellenbosch University (SU) entered into a Memorandum of Understanding (MoU) in September 2014 with the objective to work together towards finding knowledge solutions that could lead to a better life for the inhabitants of Saldanha Bay Municipality and work jointly so that the Municipality can meet its responsibility to address the challenges it faces.

Subsequently, and within the framework of the above MoU, SBM in partnership with the Western Cape Government and Stellenbosch Good Governance Forum (SGGF) of the Stellenbosch University's School of Public Leadership, is collaborating on the design and implementation of an innovation ecosystem as the Saldanha Bay Innovation Helix Social Lab, focused on inclusive development of citizens. This programme is jointly funded by the Western Cape Government through the Provincial Treasury and Saldanha Bay Municipality.

The project is aimed at delivering local based sustainable, scalable and replicable programmes and projects, with the following objectives:

- To create and grow public value in the Saldanha Bay community;

- To facilitate the innovation for economic development through the growth and unlocking of value in the community of Saldanha Bay through learning projects; and
- To establish learning partnerships between Saldanha Bay Municipality, Stellenbosch University, civil society and business.

In South Africa, the informal economy forms a key component of strategies to address unemployment and poverty and to support the creation of sustainable livelihoods. It is an integral part of individual survival strategies of the poor, functioning as buffer between employment and unemployment. However, municipalities face various challenges in developing and implementing policies that create an enabling environment for the sector. In fact, the majority of South African municipalities, for various reasons, fail in providing Local Enterprise Development (LED)-friendly and more developmental and inclusive informal economy policies and by-laws.

Linking to the above, a favourable development in terms of social development in this region is the Memorandum of Understanding (MOU) that SBM signed which include the School of Public Leadership (SPL) of the University of Stellenbosch, Stellenbosch Good Governance Forum and the Western Cape Government. This MOU lead to the implementation of an Innovation Ecosystem as the Saldanha Bay Innovation Helix Social Lab (promulgated in the Government Gazette on the 20th of March 2015). The purpose of this project is to establish a knowledge base that will enable SBM to implement programs and projects based on a social scientific foundation to ensure best practice in innovative inclusive development of communities and citizens. In terms of output it is envisage that the Innovation Ecosystem will deliver local based sustainable, scalable and replicable programs and projects. The key inputs are to ensure:

- Stakeholder mapping of the community;
- Geo-demographic mapping of the social and economic profile of the community;
- Grassroots millennium Goal 50 Poverty and prosperity indicators mapping;
- Research of core social and economic core problems, needs and root causes;
- Determining of development, economic and market opportunities;
- Design of bespoke solutions and enterprise development focused on inclusive development;
- Design, initiation and implementation of programs and projects focused on innovative and sustainable economic enterprise development;
- Creating a support and management system for the establishment of sustainable community and social enterprise development.

From this Innovation Ecosystem and its operations during 2015 and 2016 a number of social projects emerged such as the Fibre to the House Project (FttH) and U2E (Unemployment to Entrepreneurship). The FttH project will open up economic opportunities associated with information technology whilst U2E will concentrate on establishing Social Enterprises for the unemployed via sustainable projects such as urban agriculture

(gardens), using the web and apps to link unemployed people with potential employers and skills development of unemployed people to increase entrepreneurs in the region.

BROADBAND

As broadband penetration is an official Western Cape Government (WCG) Game Changer, the Province has a broadband vision that by 2030, every citizen in every town and village will have access to affordable high speed broadband infrastructure and services, will have the necessary skills to be able to effectively utilise this infrastructure and is actively using broadband in their day to day lives.

Striving towards this vision, the WCG aims to by 2020 improve business competitiveness and the livelihoods of citizens through various broadband initiatives. This 2020 objective includes the goal of increasing internet penetration in the Province to 70 per cent. The WCG has allocated R1.6 billion towards this Game Changer across the 2016 MTEF.

One such initiative entails the establishment of a Wi-Fi hotspot at a provincial government building (schools, libraries, clinics, community centres and other public facilities) in each ward of each local municipality across the Province. These hotspots will allow limited access (250Mb per month) to each user, as well as to allow free of charge access to all gov.za websites.

Although there are currently no WCG Wi-Fi hotspots within the Saldanha Bay region, a hotspot will be installed in all of the Municipality's 14 wards by 1 March 2018.

With broadband been a key initiative within the Western Cape, the SBM Council resolved on 6 December 2016 through resolution R25/11-16 the roll-out of a pilot fibre to home project with a project purpose "...of to provide high speed, high availability INTERNET connectivity and access to Systems to a representative group of stakeholders in the SBM area on an experimental and comparative basis...". Furthermore Fibre to the Home (FttH) infrastructure and systems will in future deliver sustainable, scalable and replicable local programs and projects that will directly support the access mobility game changer obsession to stimulate economic growth and development. In addition, the intention as per the business scope is also to "...Develop, publish and review the business model and financial model implementing broadband as a municipal service..."

For the purpose of the IDP, SBM must acknowledge that social development is inter linked with economic development.

6.2.2 SOCIAL CLUSTER

6.2.2.1 Social Development

The 1995 World Summit for Social Development identified the three core social development issues as ***poverty, employment and social integration***. The White Paper for Social Welfare (1997) cites the definition of Midgely that describes social development as “*a process of planned social change designed to promote people’s welfare in conjunction with a comprehensive process of economic development*”. This White Paper itself defines social development as an outcome that “*brings about sustained improvement in the well-being of the individual, family, community and society at large*”. The Department of Welfare also provide indicators for social progress that includes reduction or eradication of poverty, inequality and conditions of underdevelopment. According to Ndlela (2011) poverty is defined as more than a lack of income. Poverty exist when an individual or household’s access to income, jobs and / or infrastructure is inadequate or sufficiently unequal to prohibit full access to opportunities in society. Compounding these factors is that the social developmental needs differs within a range of one to two kilometres from a formal housing area, to an informal housing settlement, so a “*once size fits all*” approach is not applicable and practical. Social development and upgrading must therefore be planned according to the diverse needs of the diverse communities to achieve (or try to) achieve a common planning framework for development.

According to Van Donk *et al* (2011) the heart of the SA local government system is its development ambition, captured as follows in the 1998 White Paper on Local Government (LG): “*Developmental LG is LG working committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic, and material needs and improve quality of their life*”. Schmidt (2011) informs that this White Paper provides very broad and general guidance regarding what is meant by maximising social development and economic growth and refers to aspects such as job creation, effective and simple affirmative procurement and speedy approval processes. Unpacking the concept “social development” it must be noted that social development is not exclusively a Local Government competency, and welfare support in particular is performed through the national and provincial social development departments. The United Nations Department for Economic and Social Affairs (2001) says that “*social development ... includes in particular the objectives of provision of economic opportunities for all and reduction of poverty.... It refers to the well-being of individuals and the harmonious functioning of societies*”. Section 153 of Constitution of SA (1996) stipulates that a municipality must structure its administration and budgeting to give priority to the basic needs of the community and to promote the social and economic development of the community. This is supplemented by section 6 of the Municipal Systems Act (2000) that obliges municipalities to be responsive to the needs of the local community, and gives municipalities the right to design programs that will achieve this. In addition, municipalities can provide services, including providing childcare facilities, facilitate primary interventions, such as referrals and crisis interventions, facilitating economic development; creating enabling environment for employment and income opportunities; setting up leadership and development programmes; and establishing inter-sectorial and multi-disciplinary forums and action committees.

Barriers to social development in LG (excluding fiscal) are according to Ndlela (2011) the following:

- A problem with how social development has been defined in municipalities – it has been extremely narrow and restricted to only institutionally marginal and low-budget welfare support activities such as libraries, sports and recreation, and early childhood development. Where a basic serviced-based interpretation of social development does exist, it is typically given expression only in indigence;
- Social development is performed as a function of a specialised department, and the interaction amongst the departments is often weak;
- Lack of indigence exit strategies and the linkage to programmes such as EPWP or economic development policies.
- Lack of understanding that social development and economic development are interrelated. Municipalities often interpret economic development narrowly, reducing it to small unsustainable projects that have no impact on poverty.

It is the view of Ndlela that for social progress to occur, service delivery has to be informed by a social development agenda and that LG should be constantly aware of their impact on social development. On the objectives of upgrading of communities, the World Bank (WB – 1991, 2000) considers poverty alleviation as the primary objective of upgrading. Another core issue highlighted is that of vulnerability. Many believe that the objective of upgrading should be to reduce the vulnerability of those living in these disadvantage areas.

A key role player in this function is the Provincial Department of Social Development (DSD), which have the following strategic goals

- Create opportunities for growth and jobs
- Improve education/opportunities for youth development
- Increase wellness, safety and tackle social ills (substance abuse)
- Enable a resilient, sustainable, quality and inclusive living environment

DSD also provides the following services in the SBM area:

- A welfare service to the poor and vulnerable in partnership with stakeholders and civil society organizations as well as;
- A community Development service by providing sustainable development programs, which facilitate empowerment of communities

These services include child and family protection, ECD, substance abuse, youth development, development planning, disability assistance, crime prevention, elderly care and homes for the elderly. A good intergovernmental relationship exists with DSD and meetings are held on a quarterly basis to coordinate and plan activities.

Moving towards institutional arrangements for social development in SBM, Ndlela (2011) are of the view that municipalities must realise that the interpretation of its social development role has to extend beyond operating libraries, community halls, early childhood development facilities, sport and recreation facilities, museums and a few poverty programmes the activities of which go unmeasured. Social development programmes should not be ad-hoc and uncoordinated, even if they are meant to complement national or provincial programmes.

The following priority areas are attended to by the Provincial Department of Social Development (DSD):

SUBSTANCE ABUSE

The Local Drug Action Committee was launched by Saldanha Bay Municipality. DSD and SBM should work on a strategic plan for this important forum to ensure the efficient functioning of the forum. Substance Abuse Support groups exist in Saldanha Bay Office of the Department of Social Development as well as at Sea Harvest. The programmes are facilitated by social workers who were trained in the Matrix Model for Substance Abuse. The programme is supported by SBM and WCDM. The registration of El-Petra by DSD Provincial (unregistered treatment centre) is in process. The Matrix programme will be rolled out by DSD West Coast in Hopefield. The need for services was identified by Elandsfontein Mining Company. The program is supported by SBM.

EARLY CHILDHOOD DEVELOPMENT AND AFTER SCHOOL CARE

An Early Childhood Development (ECD) Forum exists in the Saldanha Bay Municipal Area. Department of Social Development is leading the forum with the support of SBM & WCDM and forum members. DSD, SBM and the West Coast District Municipality work as a collective in terms of the registration of unregistered Partial Care Facilities. There are 36 unregistered Partial Care Facilities in the SBM area which needs urgent attention. DSD, SBM, WCDM, Grassroots Educare Trust, Early Learning Resource Unit (ELRU), ECD Forum work closely on the registration process.

ELRU (Early Learning Resource Unit) established an ECD stakeholders forum to streamline ECD Services in the SBM area. Out-of-Centre ECD programmes should be expanded in the whole SBM area e.g. playgroups seeing that there are still too many children who are not exposed to any form of stimulation. Partial Care Facilities (crèches & daycare centres) cannot accommodate all children. Expansion of After School Care is a need and that requires integrated planning. St Helena Bay should be prioritized to build a formal partial care facility (crèche) seeing that there are little ECD provision to Xhosa speaking children hence there are a lot of unregistered facilities where those are accommodated. SBM received an application for land from an ECD practitioner who wants to establish a centre in Laingville. SBM to look into that application.

After School Care should be prioritized in the SBM area.

CARE AND SUPPORT SERVICES TO FAMILIES

SBM & WCDM support DSD in the execution of programmes that aims to strengthen families. There is a need to work with parents in order to minimize risk factors that makes children vulnerable. Deliberate neglect of children, lack of parental skills and parental responsibilities (with substance abuse as the main cause) is prevalent especially in the Saldanha Bay area (Diazville, White City, Hopland 1&2, Middelpos). Such programmes includes Men-Care programmes, Teen parent programmes, parenting skills programmes. In Middelpos the issue of Ukuthwala was addressed.

OLDER PERSONS

The registration of a private facility (Olive Grace in van Riebeeck Street Saldanha Bay) is in process by Provincial DSD. Another unregistered private facility was discovered in Church Street Saldanha Bay. DSD made contact with them. The process of finding a service provider to take over De Gewels Residential Facility in Hopefield, is not finalized. DSD, SBM, WCDM should relook the functioning of the West Coast Older Persons Forum.

DISABILITY

The West Coast Disability Forum exists and is funded by the Provincial Department of Social Development. DSD West Coast, SBM, WCDM supports the WCDF. There is a need for Respite Care for parents or caregivers of persons with disabilities. Access to inclusive education. Support to Onikwa Special Daycare Centre in Groenvlei Street, Diazville, Saldanha Bay. The facility provides crucial services to children with disabilities.

CHILD CARE & PROTECTION SERVICES

Many children in Saldanha Bay remain in alternative care because they were put at risk by their primary care givers due to substance abuse (in most cases). Between 200 and 300 children in Saldanha Bay alone are children who were found in need of care and protection by a presiding officer (magistrate) and placed in foster care. SBM and WCDM support the programmes of the Department of Social Development to ensure a safety net for those children as well as to work towards family re-unification.

There is a foster parent in Spinner Str Hopland 1 Saldanha Bay who should be prioritized by DSD & SBM in order to ensure better living conditions for six foster children. We should look into the condition of the house. The Child Protection Committee will be revived in February 2016 and is supported by SBM and WCDM. This committee focus on Children's Act related matters and create a platform for significant stakeholders to work together to protect our children. Material Support to safety parents is critical in many cases where children are

removed from their primary caregivers and placed in alternative care. DSD Provincial funds a service to provider (Agape) to provide a “kit” to the safety parent when a child is being removed. DSD also pay a safety fee to the safety parent which in many cases is not enough to fulfil the needs of the child at risk. According to the Children’s Act 38/2005 a child who is placed in temporary safe care can remain in that care for 90 days and then the case should be finalized and presented by a social worker in a court of law. The Municipality can play a critical role in providing specific material support.

SALDANHA INTEGRATED PROJECT

The program was initiated by DSD West Coast and relevant stakeholders based on challenges identified in Saldanha Bay. A special project was identified that will focus on at risk youth who dropped out of school as well as their families. The programme is supported by SBM and significant stakeholders.

THUSONG CENTRES

The thusong centre in Hopefield serves as a service point for the Department of Social Development for the rendering of social welfare services. The social worker has an office at the thusong centre. The thusong centre staff are involved in the integrated planning and execution of programmes in Hopefield e.g. parenting programmes, substance abuse programmes. The Matrix programme for substance abuse will be executed by DSD at the Thusong Centre in Hopefield. The social worker will render the service from the Thusong Centre. It is recommended that provision being made for another office as well as an activity room/ conference room where the social worker can conduct group work sessions.

6.2.2.2 Health

Healthcare in the municipal area is dealt with by the District Municipality, Provincial Government and National Government. The District Municipality is responsible for health enforcement actions through health inspectors. The Provincial Department of Health is responsible for clinics and the State Department for hospitals.

State health facilities in Saldanha Bay consist of the Vredenburg District Hospital and Primary Healthcare Clinics.

The Vredenburg Hospital services all the communities in the Saldanha Bay Municipality as well as part of Bergvliet Municipality. The Yzerfontein – Darling crossing on R27 is the southern-most border of geographical service area. The hospital currently provides the complete package of services as required of a District (Level 1) hospital. A 24-hour Emergency Centre is supported by a General Adult ward, Maternity ward, Pediatric

ward and operating Theatre. The hospital also provides a complete Outpatient Dept with Radiology, Pharmacy and auxiliary health-related services, etc. The major challenge at present is the rapid increase in the demand for health services. Over the past 2-3 years the number of hospital admissions has often exceeded the number of beds available. This overflow has been predominantly caused by the many psychiatric cases (substance abuse psychosis - "tik" epidemic). The second major cause of bed-shortages is the HIV+AIDS load, usually combined with TB. The number of visits to the Emergency Centre has also rapidly increased in recent years. The main burden in this instance is interpersonal injuries and exceptionally high incidence of motor-vehicle accidents (in both cases alcohol-related, weekend peaks).

The Primary Healthcare platform in SBM consists of 8 fixed Clinics (open 5 days per week) plus 2 satellite clinics (open 2-3 days per week). Latest statistics show a steady increase in the number of clinic visits at all facilities. The major growth in headcounts has been in Diazville, Laingville and Hanna Coetzee clinics. Population growth has resulted in relative staff shortages at the bigger clinics but monitoring and evaluation indices have been satisfactory at all sites. Infrastructure upgrade has been done at Langebaan, Saldanha and Louwville clinics. Further extensions will begin shortly at Laingville clinic. Plans for a Community Day Centre (CDC) in Vredenburg is nearing completion. This facility represents an augmentation of the current service platform. Certain hospital functions will shift to the CDC. The scope of services will include full-time doctors as well allied health practitioners such as Physiotherapy, Occupational therapy, Oral health, Clinical Psychologist and Dietitian services. Radiography and Pharmacy services will also be available at the CDC. All health programmes e.g. Maternal, Child and Women's Health; HIV/AIDS, STI and TB; Chronic Disease management etc. will be coordinated at CDC.

Ongoing infrastructure development at Vredenburg Hospital includes new theatres, laboratory, kitchen as well as Support Services e.g. laundry, workshop, stores and Office block. Commissioning of the completed section will take place in January 2017. Final completion of the whole project is estimated to be around late 2018. The Department of Health Western Cape believes that bed numbers at Vredenburg Hospital will have to increase to 160 in the medium term (as opposed to 81 beds at present time).

6.2.2.3 Education

The SBM area has a total of 25 schools with a total learner number of 19 199. The schools are categorised as 13 Primary Schools; 4 High Schools; 1 Combined Schools; 5 Intermediate (Gr R – 9) Schools; 1 Special school & 1 School of Skills

The following infrastructure developments are envisaged for the Saldanha Bay Municipal area.

MIDDLEPOS PRIMARY SCHOOL

The Middelpos Primary in Saldanha Bay opened in January 2017. The school currently caters for Gr R – 3. The newly established school started off with a total of 373 learners. For the medium term a Gr 4 intake is planned for the 2018 academic year and in the long term up to Grade 7.

ST HELENA BAY HIGH SCHOOL

Currently the St Helena Bay and Steenberg's Cove learners are transported to high schools in Vredenburg. For the medium term a submission for the establishment of a new High school for St Helena Bay was approved. The site is currently being identified. For the long term a new high school is planned that will service the St Helena Bay community and its immediate surrounds to provide relief on the Vredenburg High schools.

In order to ensure that all schools benefit over the next three years, (despite budget cuts) every institution has been categorised as either a Universal, Enhanced or Model school. The definition of the different categories of schools that will benefit is provided below:

Universal schools: will have basic access to the internet through a Computer Lab or an ICT suite. In these schools, government will provide teachers and learners with access to digital resources through WAN via LABs and central WI-fi Access Points, leveraging pathway to broadband.

Enhanced schools: Those schools which already have, or which will be receiving a Local Area Network (LAN) over the period, will progress to the Enhanced school category. The LAN connects every Instruction Room in the school to the Wide Area Network, and allows wireless access in the classroom to this facility. In order to take advantage of this access, a technology roll-out will maximise teacher technology in order to introduce and develop eLearning concepts. Because access is available throughout the schools, there are further opportunities to expand direct access to learners through a Bring Your Own Device model.

Model Schools: Over the three year period, a small number of Model schools will implement a full eLearning environment, integrating eLearning into their practice, building an eCulture and developing leaders in the field. Their experience and expertise will significantly contribute to the development of a Professional Learning Community to support and drive eLearning throughout the Province.

The department has identified the following schools in the Saldanha Bay Municipal area.

- 2 x Model Schools (one Primary and one Secondary school): Diazville Primary and Diazville High School
- 2 x Enhanced Schools (one Primary and one Secondary school): Masipathisane Primary; Weston secondary;
- 12 x Universal Service Obligation Project Schools: Eden Primary school; HP Williams Primary school; Julie Hayes Primary school; Langebaan Primary school; Saldanha LS; Steenberg's Cove Primary school

The District Improvement Plan mainly focusses on the following:

- The improvement of underperforming primary and high schools.
- After school programme
- Preparing future leaders
- E-learning
- An infrastructure plan that includes hostel development

The Gr 12 results and learner performance at Louwville High School is a concern. Interventions are in place as a turnaround strategy. Furthermore the influx of learners to the Saldanha Bay Municipal area is a growing concern. According to the departmental planning the following new schools are planned for the Saldanha Bay Municipal area:

Middelpoort Primary School – Planned for 2020/21- 2023/24.

St Helena Bay High School – 2020/21-2023/24.

Vredenburg High school – 2022/23 – 2026/27.

6.2.2.4 Community Safety

Community safety is of increasing concern in the municipal area both for the current and future scenario where increased population growth and economic development is foreseen. Tourism towns such Paternoster and Jacobsbaai have suffered the effects of increasing crime and the lack of police stations in these towns exacerbates the situation. The municipal area is serviced by the Vredenburg police cluster which comprises of ten police precincts and includes Hopefield, Langebaan, Saldanha, St Helena Bay and Vredenburg.

The Department of Community Safety also plays an active role in the municipal area and has as its aim the improvement of safety through effective oversight of policing, making safety everyone's responsibility and optimising safety and security risk management. The department has several programmes active within the municipal area, such as the Chrysalis / Wolwe Kloof Development Programme which aims to contribute to youth development through the promotion of social consciousness, values and attitudes in young people between the ages of 17-22; the provision of Community Safety Mobile Units which act as a contact point for communities to access basic services such as certification of a document, or a safe place for victims of violence to wait whilst waiting for SAPS or emergency services to arrive During the period 2015/16; and the Community Police Forum Training Programme. The Department placed 2 youths from their Youth Work Programme from the Vredenburg police cluster at the Saldanha and St Helena Bay police stations. The monetary value of this was ± R39 000 from a total of R195 000 spent on the programme in the cluster.

For their Community Police Forum Training Programme, one capacity building training workshop was held in May 2015 for the Vredenburg police cluster. The workshop focused on the Roles and Responsibilities of a Community Police Forum (CPF). A total of 43 CPF members from the CPF attended the training session which was conducted by the Directorate: Community Police Relations.

During 2014/15 the Department of Community Safety placed one safety kiosk in the Vredenburg police cluster. The safety kiosk was placed at Saldanha Municipality at a cost of R52 000.

During the period 2015/16 and 2016/17, the Department of Community Safety provided 1 youth from Saldanha and 1 from St Helena Bay with training at the Chrysalis Academy as part of their Chrysalis Youth Training Programme at a cost of ± R37 000.

The Vredenburg police cluster indicated the following safety needs for their area:

- Professional policing: Substance abuse is the source and cause of all other crimes; concerns about the SAPS service delivery; and ineffective criminal justice system.
- Public spaces: Bushy areas and poor street lighting; pedestrians being targeted by criminals; lack of facilities for the youth and community; and extended liquor trading hours is of concern.
- Partnerships: Lack of training opportunities for the youth; need to develop and support a Community Safety Plan; need for recreational programmes; unemployment has an effect on the crime in the region; and a Memorandum of Understanding (MOU) between the Department of Community Safety and the Municipality needed to ensure that commitments are met.

6.2.2.5 Sport, Arts and Culture

The Community & Operational Directorate of the Municipality is mainly involved with the maintenance of sport grounds within the municipal area, which includes the provision of new or refurbished infrastructure and facilities and sport coordination in terms of sport forums and development.

A Sport Facilities Audit was conducted in conjunction with DCAS of the Diazville, Hopefield, Laingville, Louwville, Middelpos, Paternoster, Saldanha and Vredenburg sport grounds:

The Sport Master Plan for 2015-2020 was adopted by Council in August 2015, which provides a broad overview of the strategies, programs and projects which can be implemented to improve the standard of sporting activities within the municipal area. Council further recommended that the pipeline for this master plan be drafted by an identified committee.

A follow-up report was tabled to Council during October 2016 to further consider prioritizing the future development of sport facilities in order to compile a sport development pipeline to inform future budget submissions. The Sport Master Plan are to be reviewed once all the submissions through the IDP review process has been completed. The promotion of specific sport codes in the different towns to promote sport tourism and town related sport codes are to be considered.

Once the sport facilities pipeline is approved by SBM inclusive of new strategies and project priorities, budget provision will have to be made in terms of the laid down budget processes to implement the project plan. The Provincial Department of Cultural Affairs and Sport (DCAS) also has a number of projects within the municipal area:

Name of Project	Location of Project within the Municipality	Duration of project	Project Value (Capital/operational)
Arts and Culture: • Music Development and Promotion. • Drama Development and Promotion	Vredenburg Saldanha Bay Saldanha Bay	2016/17 2017/18 2017/18	R71 000 (provincial budget)
Arts and Culture: Annual funding to support arts and culture organisations	West Coast Youth Orchestra	2016/2017	R 60 000
Archives Services: • Records Management and registry courses: • 1x Inspection conducted • 1x Electronic Records Management • 2x Records management course and • 1 x Registry clerks courses	CT/municipality	2016/17	N/A
Arts and Culture: Initiation Programme	District	2016/17	R 252 000 (provincial budget)

Name of Project	Location of Project within the Municipality	Duration of project	Project Value (Capital/operational)
			Training, Catering and Transport
Library Services: Conditional Grant and MRF	Saldanha	2016/17	CG: R6 268 000
Museum, Heritage & Geographical Names Services: • Support to affiliated museums Processed 29 applications to HWC	SA Fisheries Museum	2016/17	R75 052
Sport: Major Events: Support provided to • Netball Western Cape Championships • MEB Race Grand Master Nationals	Saldanha	2016/2017	R 30 000 R15 000 R30 000
Sport Promotion: Club Development Programme	Saldanha Bay 24 Clubs in various sporting codes are benefiting from support such as capacity building, financial assistance for transport	2016/2017	
Sport Promotion: Sports Academy	Municipality	Ongoing	R1m
Sport Development MOD Programme Recreation Events	Diazville PS and HS Masiphatisane PS Vredenburg	Ongoing	R 106 744 per annum per venue

Name of Project	Location of Project within the Municipality	Duration of project	Project Value (Capital/operational)
<ul style="list-style-type: none"> • Big Walk Indigenous Games 	Vredenburg		

6.2.3 BUILT ENVIRONMENT CLUSTER

6.2.3.1 The Regional Socio-Economic Program

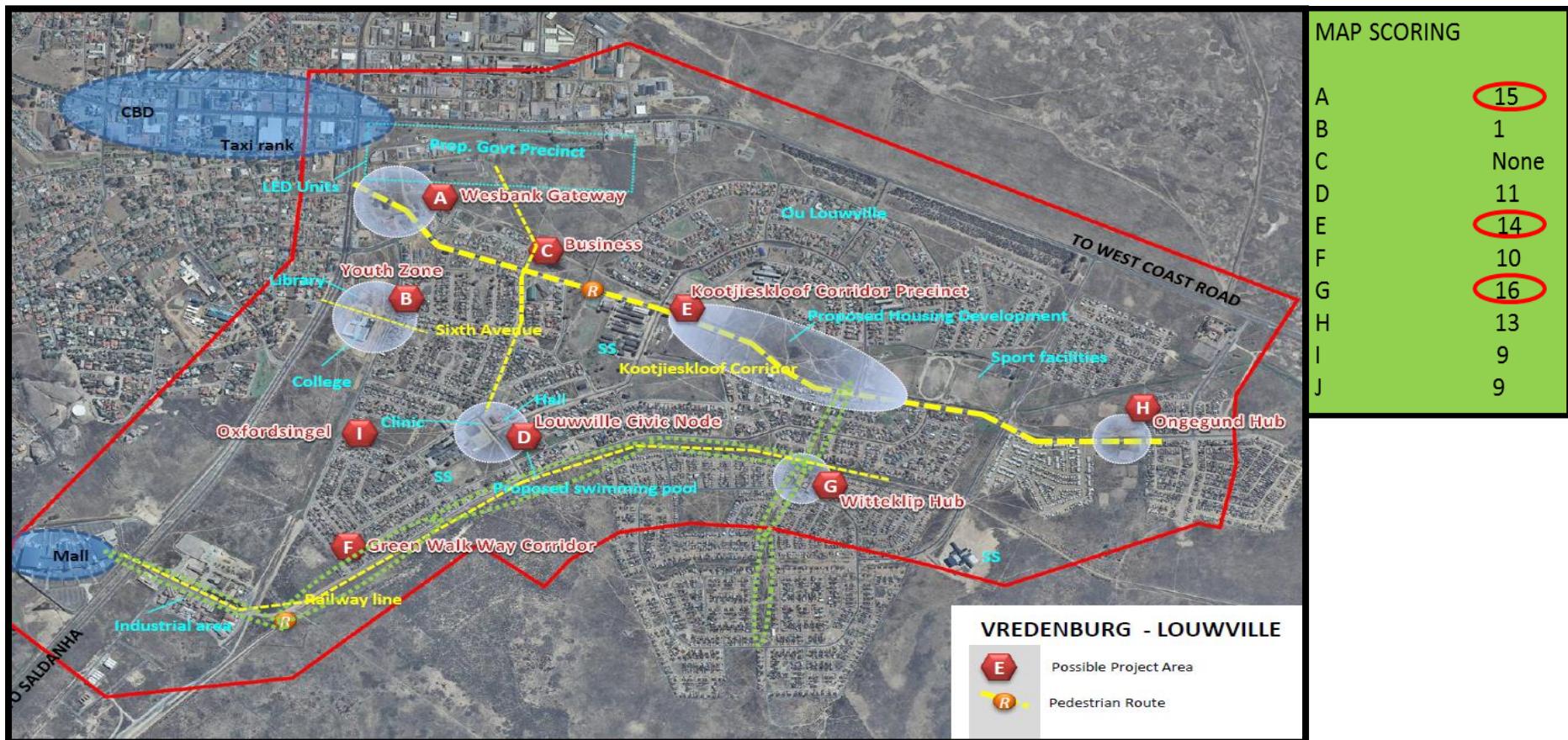
The Regional Socio-Economic Programme (RSEP) is an intergovernmental programme run in the Western Cape. The Programme comprises of a variety of projects driven by different role players, including municipalities, Provincial Departments and communities. The Programme is currently being implemented in six municipalities in the Western Cape of which SBM is one.

The programme purpose is to improve quality of life through urban, social and spatial upgrading and build safe and sustainable neighborhoods. In Saldanha Bay municipality the current selected town is Vredenburg and its focus areas (marginalised areas) were identified as: Louwville, Ongegund and Witteklip. In addition, an area close to the CBD and known as Wesbank, has also been included as a through-fare of pedestrians to and from residential areas to shops and services in the CBD. The following projects have been approved for implementation in the Vredenburg focus area:

- Upgrading and landscaping of the pedestrian corridor at the Wesbank Gateway,
- Wesbank: LED facilities, lighting, recycling facilities, live-work units and an Active Box.
- Restoration of the old Vredenburg Station building.
- Development of LED units and a commercial hub in Witteklip.
- Development of LED units and a commercial hub in Ongegund (George Kerridge).

- Development of a Splash Park in Kooitjies Kloof Road.
- Development of splash parks at other locations, still to be finalised.

In addition, a research project was also undertaken, namely the Vredenburg Pedestrian Survey. The pedestrian survey was a collaborative effort between the RSEP Project Office and the Saldanha Bay Municipality along with students from the local West Coast FET College. The outcome of the survey noted that many pedestrians could not afford the taxi fees and walked long distances to places of employment, shops, government services and schools.



Currently, all projects are under way and it is expected that the projects will be completed by November 2018. Subsequent to Vredenburg, the Saldanha town was selected by the municipality for the further roll out of the RSEP Programme. Its focus area (marginalised areas) were identified as Diazville, White City and Middelpos. Cabinet's approval for the further roll-out to Saldanha town must still be obtained (expected before February 2017). It was decided to divide the involvement of the RSEP Programme Office in Saldanha town into three possible categories, namely:

- Research Projects
- Support Projects
- Possible Projects for Implementation

The research projects performed by the RSEP Programme Office with the assistance of Saldanha Bay Municipality provides guidance with possible projects that can be implemented. The following research projects were undertaken:

MIDDLEPOS LAND USE SURVEY

It was realised that in order to improve the dire socio-economic circumstances in Middelpos informal settlement, it would be necessary to expand on the existing Local Economic Development project within Middelpos. The Project Office decided to undertake a land use survey within the informal settlement and also identify and map the number of informal trading shops in the informal settlement in order to establish the feasibility of such a proposal. The research was completed and submitted to the municipality with a recommendation.

DIAZVILLE SCHOOL TAXI COUNT:

The Diazville Taxi Count in Vraagom Street was undertaken by the RSEP Project Office in order to identify the need and feasibility of providing embayments along Vraagom Street as suggested by the municipality. The traffic count survey was undertaken by counting the number of taxi's and busses that pick up and drop off children in order to identify whether there is a need and if, the location of such embayments.

PROPOSED ALTERNATIVE TAXI ROUTE FOR DIAZVILLE

The Saldanha Bay Municipality requested the RSEP Project Office to assist with an investigation regarding an undesirable taxi route moving through the residential neighborhood of Diazville. The RSEP Project Office researched the matter and proposed a safer vehicular access for local taxis into the Diazville neighbourhood. An alternative taxi route and an additional access (four way stop) into Diazville were proposed.

SALDANHA PEDESTRIAN SURVEY

The Saldanha Pedestrian Survey will count the number of pedestrians using certain pedestrian routes (the pedestrian desire lines) from the marginalised areas to the CBD and places of employment (e.g. the CBD and harbour) to justify and identify the feasibility of developing safe pedestrian pathways. This study will be undertaken after the Saldanha Navy Base wall (on its outer boundaries) is completed. It is currently under construction.

With regard to RSEP committed funding it should be noted that typically the total project cost exceeds the amount available through RSEP funding. Counter funding by the municipality and funding provided by other Stakeholders and the private sector make up the difference. For example, within the Vredenburg town, the Afrimat mining company provided the funds required for the development of Local Economic Development (LED) units within the Wesbank Gateway Area.

Currently R17,5 million is committed as RSEP funding for Saldanha Bay Municipality for the projects identified in Vredenburg. The funding will be made available over a three-year period ending during the 2017/18 financial year. The additional town of Saldanha currently has no committed RSEP funding. There is, however, an approximate amount of R3 million that could be earmarked which would be transferred to the municipality over a three year period.

6.2.3.2 Vredenburg Urban Revitalisation

The municipality intends to develop an integrated, mixed use development as a spatial reform initiative in Vredenburg. The proposed development is located in Vredenburg town centre and focuses on 32 Hectares of land at the centre of the town, bound to the north by Main Road, the west by Saldanha Bay Road, the south partially by Kooitjieskloof Road and the East by Erica Street. The precinct therefore enjoys excellent accessibility. The land assembly consists of a group of land parcels that are in both public and private possession.

The existing study area is predominantly vacant and is located in such a manner that it separates previously disadvantaged neighbourhoods such as Louwville from the Vredenburg town centre. The development will provide a key opportunity to assist in integrating the Louwville neighbourhood back into the town centre. The development will have the following benefits:

- Pedestrian access between Louwville and Vredenburg town centre will be drastically improved through a network of integrated pedestrian-focused public streets and safe, publicly-accessible open spaces.

- The development will include facilities such as a health clinic, school, day-care and a religious facility in the development which can be of benefit to and be used by the surrounding communities in Vredenburg.
- This development will be a catalyst for future developmental growth into Louwville, including potential densification in land uses along main streets; upgrades to public parks, and potential NMT upgrades along Kooitjieskloof Street.

The Joint Planning Initiative for Saldanha Bay Municipality (SBM) in October 2014 identified the Vredenburg Urban Revitalisation Project as a “Game Changer”. This is supported by the Western Cape Government (WCG), specifically the Department of Transport and Public Works (DTPW). Department of Human Settlements (DHS) and the Department of Environmental Affairs and Developmental Planning (DEADP).

The vision for this land is the creation of a vibrant, accessible neighbourhood incorporating office, retail, community and residential uses. The project will be carried out, in conjunction with Municipal, Provincial and National Government. The development will be enhanced by a series of publicly-accessible open spaces and parks, as well as pedestrian-friendly streets and pathways.

The objectives of the project are to undo apartheid spatial planning, integrate different communities, bring government closer to the people, create jobs and business opportunities and improve the overall aesthetic quality of the town. The need for the project arose from the following:

- The demand from national and provincial government departments for additional and suitable office space in a centralised location providing a one-stop service others;
- The demand from the municipality to centralise its services which are currently scattered all over Vredenburg, far from most of the communities they serve;
- The demand for housing, especially affordable housing. The SBM's housing waiting list contained 7 501 people on 31 January 2013 of whom 2948 were seeking GAP housing. The waiting list for Vredenburg alone was 1 966 at 31 January 2013;
- The demand for commercial space to be addressed by commercial (office and retail) provision as well as residential provision other than social or GAP-housing, to fully integrate the development; and
- The establishment and development of the Industrial Development Zone in Saldanha Bay created the need to establish certain ancillary functions and services outside the boundaries of the IDZ due to the high cost of land within the IDZ. This necessitates the optimisation of space for industrial purposes only. Part of the commercial space will be available for offices, training facilities etc. The need for the development of a hotel was also identified.

The overarching development intent is however entrenched in the vision of developing a government/civic node where the community will have access, within walking distance from their residences, to most of the services provided by national and provincial departments as well as the municipality. The project is based on the nodal concept of intensified development of an area surrounded by a township, a central business district and a light industrial area. The node is regarded as a regional- as well as a central business district node which also attracts users from outside Vredenburg. It is also surrounded by high density residential activity.



The project will include the

1. Government Walk pedestrian-priority street
2. Civic Square
3. Municipal Hub
4. Public parking pockets
5. Historic Square and historic buildings
6. Public Square
7. Provincial / Regional Hub
8. Health Clinic
9. New Road link between 6th Street and Bester Street
10. Mixed Use Government Precinct (offices, retail and residential uses)
11. Kooitjieskloof Street Gateway: School and mixed use retail / residential apartments
12. Lower density residential edge adjacent to existing Louville neighbourhood
13. Medium-high density residential neighbourhood
14. Greenbelt and Urban Agricultural Farm
15. Local Park, daycare and Community / Religious facilities

following key elements:

1. Government precinct;
2. Commercial nodes interspersed in the development;
3. High density residential nodes;
4. Parks, sport and recreation areas; and
5. Road and associated infrastructure.

The Key proposals include (Refer to Diagram: Vredenburg Urban Renewal Design Proposal)

1. 'Government Walk': A slow pedestrian-friendly Public Street
2. A new road link between 6Th Street and Bester Street
3. Municipal offices, a walk-in centre, the new Town Hall and Civic square
4. Provincial offices, a walk-in centre and a Public Square
5. A historic Square surrounding the historic railway station and historic railway shed
6. A mixed Use Precinct (offices, shops, residential)
7. Kooitjieskloof Street gateway: Health Clinic, proposed School and mixed-use retail / residential
8. Lower density residential fringe adjacent to existing Louwville neighbourhood
9. A medium to high density residential core
10. Public greenbelt and urban agriculture
11. Local Park with adjacent day-care centre, community hall and religious facility

The community of Vredenburg, as well as residents of the greater SBM, will benefit tremendously from the project. A number of governmental services, many currently not available in Vredenburg, will be concentrated within one precinct, increasing accessibility to these services. The project also offers the opportunity for the integration of the eastern part of Vredenburg with the western part. The mixed land uses proposed within the development will increase access to commercial opportunities as well as affordable residential opportunities. A number of job opportunities will be generated by the development during construction as well as during the operational phase. By implementing a policy of "Saldanha Bay First" during the construction phase, job opportunities can, as far as the skills are available, be reserved for the residents of Vredenburg.

The Department of Transport and Public Works contributed R35 Million to the municipality to assist with acquisition of private land. The acquired land will be optimally developed to establish a Shared Services Centre for the Western Cape Government, a school and District Health

Clinic. The establishment of a Provincial Office Hub and District Clinic will serve as anchor projects that will be instrumental in achieving the overall vision of developing a vibrant, integrated, mixed use development.

The following are the major project milestones identified at this time. As the project planning moves forward and the schedule is developed, the milestones and their target completion dates will be modified, adjusted, and finalised as necessary to establish the baseline schedule.

Milestones/Deliverables	Target Date	Milestones/Deliverables	Target Date
Project Feasibility	Completed	Phase – Design and Build Bulk Services	2017
Project Plan	Completed	Phase – Roads Design and Construction	2017
Project Kickoff	Completed	Phase – Design of WCG Precinct	2017
Phase - Purchase and Transfer of Private Land	29/10/2016	Phase – Design of National Precinct	2017
Phase – National Funding and Grant Applications	01/12/2016	Phase – Design of Municipal Precinct	2017
Phase – Human Settlement Grant Application	01/12/2016	Phase – Design of Human Settlement Precinct	2017
Phase – Roads Grant Application	01/12/2016		

As a precursor to the main project, the Wesbank Gateway Project is underway which involves the construction of a number of LED trading units as well as informal trading stalls and general improvements to the area.

6.2.3.3 Human Settlements

The Saldanha Bay Municipality's Integrated Development Plan (IDP) and Spatial Development Framework (SDF) contain strategies which aim to eliminate the current housing backlog, to provide housing in appropriate locations and provide housing for all income groups. In this manner, integrated and sustainable settlements can be created.

The Saldanha Bay Municipality IDP has identified land for housing as one of its key capital and operational priority needs. The provision of houses is however not enough to ensure a healthy functioning community. The appropriate location and range of housing types play a key role in creating

a well-connected and spatially, functionally and socially integrated settlement. Subsidised housing constitutes the bulk of this need. However, to expand the municipality's revenue base, land for medium and high income housing should also be made available.

By providing a broad range of housing opportunities to its whole community, the Saldanha Bay Municipality strives to create a dignified living environment for all of its residents. The identification of future housing projects and the development of a 10-year conceptual housing pipeline in order to ensure sustainable and sustained housing delivery in Saldanha Bay Municipality (SBM) in the short and medium term. The updated Human Settlements Plan (HSP) will be utilised for the following purposes:

- complies with the policies of national legislation and policy frameworks concerned with housing and the Western Cape Human Settlement Plan;
- forms part of and complies with the SDF and the IDP and be integrated with other sectorial plans (i.e. water services, etc.);
- co-ordinates and facilitates alignment between provincial and district housing strategies, policies, delivery systems and other related initiatives;
- integrates with the West Coast District Municipality HSP;
- establishes a medium to long-term (10 year) human settlement delivery plan;
- responds to the current and future housing needs, as well as other related challenges faced within the municipal area;
- identifies the strategic housing priorities within the municipal area;
- inform the need of socio-economic facilities and the desired location of such facilities within the human settlement;
- assists with the preparation of Council's annual budgets for housing and related expenditure;
- guides the identification, prioritisation and implementation of housing, land for housing and related projects to inform the IDP process and planning for the provincial and municipal budgets;
- serves as a planning, facilitating and measuring instrument for housing delivery; and
- implements strategic plans and implementation programmes.

All of this must be done in a manner that supports the implementation of the National Development Plan, which aims to fight poverty and inequality, to upgrade all informal settlements on suitable, well located land by 2030 and have more people living closer to their place of work. The Municipality must address issues relating to *inter alia* availability of land, services and infrastructure with responsibilities that include the following:

- provide access for the inhabitants of its area of jurisdiction to adequate housing in a progressive manner;
- provide a healthy and safe environment;

- provide services in respect of water, sanitation, electricity, roads, stormwater drainage and transport in a manner which is economical efficient;
- set housing delivery goals in respect of its area of jurisdiction;
- identify and designate available land for housing development;
- create and maintain a public environment conducive to housing development which is financially and socially viable;
- resolve conflicts arising during the housing development process;
- initiate, plan, co-ordinate, facilitate, promote and enable appropriate housing development in its area of jurisdiction;
- provide bulk engineering services, and revenue generating services in so far as such services are not provided by specialist utility suppliers; and
- plan and manage land use and development.

The Saldanha Bay HSP forms the framework within which the Saldanha Bay Municipality will manage and monitor housing delivery at local government level.

Projected Future Housing Demand (2031), Status Quo Scenario at 4.0% Annual Growth Rate						
Area	2011 Population	2011 Households (Average household size in brackets)	Projected 2031 Population	Projected 2031 Households (Average household size in brackets)	Projected Additional New Households Since 2011	Additional New Households Since 2011 (Rounded to nearest 50)
Saldanha	28 135	8 012 (3.5)	61 647	17 613 (3.5)	9 601	9 600
Vredenburg	38 382	11 557 (3.3)	84 100	25 485 (3.3)	13 928	13 950
Hopefield	6 449	1 810 (3.6)	14 131	3 925 (3.6)	2 115	2 100
St Helena Bay	11 527	2 915 (4.0)	25 257	6 314 (4.0)	3 399	3 400
Paternoster	1 971	511 (3.9)	4 319	1 107 (3.9)	596	600
Langebaan	8 294	2 927 (2.8)	18 173	6 490 (2.8)	3 563	3 550
Jacobsbaai	498	192 (2.6)	912	351 (2.6)	159	150
Rural	2 962	902 (3.3)	6 490	1 967 (3.3)	1 065	1 050
Langebaanweg	975	n/a			Not part of this study.	
Total	99 193	28 826	215 029	63 252	34 426	34 400

Projected Future Housing Demand (2031), High Case IDZ Only (Direct Jobs) Scenario at 4.8% Annual Growth Rate						
Total	99 193	28 826	250 852	73 826	45 000	45 000
Projected Future Housing Demand (2031), High Case Scenario at 6.0% Annual Growth Rate						
Total	99 193	28 826 (3.4)	314 736	92 583	63 757	63 750

BACKYARD DWELLERS STRATEGY

It is recognised that backyard dwellings play a significant role in addressing housing need. Backyard dwellings provide an affordable and accessible alternative form of accommodation/shelter to mainly the poorer sectors of the community or serve as an alternative form of housing where other forms of housing are not available / accessible.

SBM will implement housing delivery through primarily the IRDP Institutional Housing Subsidy program. It is clear that the housing allocation process must include allocation of housing opportunities to households that are accommodated in backyard structures.

Based on the above determination of need and the numbers of households accommodated in backyard structures relative to the waiting list the following is proposed:

- Potentially qualifying backyard dwellers must be encouraged to register on the waiting list in order to develop a definitive understanding of the extent of the phenomenon;
- Backyard dwellers must be taken into consideration in the allocation of housing opportunities in all IRDP projects;
- A pro-rata allocation, relative to the waiting list must be considered in the beneficiary identification process;
- Preference should be given to backyard dwellers according to the municipal beneficiary allocation policy e.g. period on the waiting list, age of the beneficiary, health considerations etc.;
- Health and safety issues indicate that preference be given to those households accommodated in informal structures. However, where significant numbers of potential beneficiaries are housed in formal structures that are secondary to the primary dwelling these households also need to be taken into consideration;
- Where particular health and safety issues exist within a particular location, the SBM could consider an area specific approach; and
- As with all IRDP projects the capacity of municipal bulk infrastructure to accommodate the development of new housing areas remains relevant.

INFORMAL SETTLEMENT CONTEXT

Informal settlements present particular challenges and opportunities for municipal planning, land use management, and the provision of public services and infrastructure. On the one hand, informal settlements show up the inability to come to terms with historical exclusion, urbanisation, demographic changes and economic realities.

Municipal planning and infrastructure development, public service provision and the housing market have proven inadequate to respond to the demand for inclusive and affordable residential settlements in well-located areas. The public housing programme has also not been able to meet the demand; moreover, it has proven to be costly and has often been subject to poor planning decisions. The below is an extract from the community survey conducted by StatsSA during 2016 on the status of basic services provision in urban and informal settlement areas:

	Housing							
	Formal		Traditional		Informal		Other	
	Total	%	Total	%	Total	%	Total	%
2011	23564	82%	134	1%	4950	17%	187	1%
2016	26592	75%	835	2%	7855	22%	268	1%

	Water				Sanitation			
	Access to piped water		No access to piped water		Flush/chemical toilet		Other Toilet	
	Total	%	Total	%	Total	%	Total	%
2011	28660	99%	175	1%	27 766	96%	1 068	4%
2016	32063	90%	3487	10%	30496	86%	5055	14%

The following needs was identified through the rapid appraisal of informal settlement work conducted by the Western Cape Department of Human Settlements

In addition, Council previously resolved that informal settlements need to be formalised and various planning and design tasks have commenced. To this end, the informal areas in Laingville, George Kerridge Middelpos have been identified and focus areas.

Laingville has subsequently been completed with the installation of rudimentary services and formalised

even for each person with basic contracts. The area for George Kerridge underwent a proposed settlement layout plan and environment authorisation which was subsequently completed. The key factor however, remain funding for the implementation of the proof of concept. On the other hand, informal settlements show that people are creating their own solutions to address their shelter and livelihoods needs. These solutions show resilience and agency on the part of the poor, yet are in many respects inadequate to ensure that they live in healthy, dignified and enabling conditions. It is this resilience and agency that offers municipalities an opportunity to work in partnership with local communities in uplifting their settlements.

COMMUNITY PRIORITIES

Short term:

- **Access to electricity**
Will help to curb the crime rate; illegal connections cause fires.
- **Access to water**
Access to sanitation - The community uses the chemical toilets which are not hygienic.
- **Security of tenure**
If the municipality is having a hard time delivering the houses then security of tenure would work for us. We do not mind building our own homes.
- **Access to police station**
The existing police station is too far from the community.

Medium term:

- **Access to health facilities**
The existing clinic does not have the capacity to accommodate everyone in the community.

COMMUNITY READINESS

 Leadership:
**Ward
committee**

 Leader relations:
Political tensions

 Relationship with municipality: **None**

ASSESSMENT

 The community's leadership structure comprises the form of a ward committee. There is political tension between leaders. The settlement does not have general meetings and they do not meet with the municipality. The leadership structure has no relationship with the municipality. The leadership structure should meet with the community so that they can be strategic about facilitating engagements with the municipality.

and

6.2.4 MUNICIPAL SERVICES INFRASTRUCTURE

6.2.4.1 Bulk Infrastructure

Bulk infrastructure services are strategic assets that must be managed and improved in a sustainable manner. The levels of the provision of bulk services within an area is a good indication of the area's level of development and contribute to the sub-regional economy in terms of business and industrial development.

Adequate and timeous service infrastructure provision is important in supporting the potential growth which is anticipated for the Saldanha Bay municipal area. Provision must also be made in the future planning of the infrastructure for a significant increase in the rate of population growth. The revision of the infrastructure management plans must not only provide for the volume of growth, but must also take cognisance of the specific spatial proposals which are highlighted in the SDF. Furthermore, it is essential that infrastructural services support and enable development to be undertaken as is proposed in the SDF.

Prior planning should be carried out in order to ensure that the needs of the municipality and community are balanced with what is practically possible to achieve in line with available human and financial capacity. Therefore, sector planning is important in order to focus on a specific focus area /service and to guide the municipality in what projects need to be initiated and implemented. The sector plans also need to be aligned to the IDP in order to ensure that there is holistic planning, integration and alignment with budget processes.

6.2.4.2 Infrastructure and Growth

The municipality compiled the Saldanha Bay Infrastructure and Growth Plan (IGP) due to the increased activities in the municipal area. The purpose of the plan is to provide an overview of the infrastructure needs of Saldanha Municipality. This overview is placed in a broader context and economic, developmental and human settlement related factors are considered. The following are the main outcomes envisaged:

- The status of infrastructure – listed per town and per service,
- A spatial (and economic) perspective of each town to provide context,
- A list of all possible major gaps and projects together with estimated cost and funding source
- A high level assessment of the financial capacity of the municipality with regards to the funding of capital projects.

The ultimate goal is to put the municipality in a better position to do 3-10 year budgeting and to ensure that the most critical and beneficial projects are addressed.

The capacity of a municipality to fund infrastructure projects is determined by (a) the availability of own reserve funds (b) the ability to take up and service loans, and (c) government grants especially MIG and RBIG. As it is clear that these are limited in extent, it is inevitable that the municipality will have to prioritise, which it can only do once it possesses a good understanding of all the most prominent infrastructure needs and risks.

In weighing up the projects against each other, it is also necessary to consider the future income streams that can be generated from each project, as the expenditure must, as far as possible, unlock economic investment in Saldanha Bay and ensure that the municipality remains on sound financial footing on the long term.

To ensure a healthy condition of infrastructure, private investment would be required to stimulate income to the municipality. The municipality should consider the option of allowing private developers to develop municipal owned land and let the private developers contribute to bulk infrastructure.

Against the background of limited funding, the limited ability to take up loans and a finite extent of MIG funding the municipality must ensure that it possesses a good understanding of all the most prominent infrastructure needs and risks. The report is thus a structured overview of all critical gaps and possible expenses related to infrastructure.

The following categories of infrastructure can be identified:

- infrastructure necessitated by new developments in town;
- major backlogs or overloaded infrastructure;
- old or failing infrastructure (end-of-lifecycle).

The following are a number of underlying principles of the approach:

- a town-by-town approach is followed;
- Human Settlement and Town Planning aspects are included;
- a focus on larger and high-impact projects must be retained (to prevent smaller projects cluttering the main issues);
- issues and findings should be represented spatially where appropriate;

- must have broad understanding of the relative impacts of projects on spatial economy - i.e. the principles of the NDP and GPS must be applied;
- the document must become a living document that can be owned, work-shopped and updated by the municipality.

Saldanha Bay municipality is a recipient of the Strategic Integrated Project 5 (SIP 5), a national initiative involving the development of the IDZ and associated infrastructure. Iron and steel manufacturing is one of the key economic drivers in Saldanha Bay likely to expand as the IDZ expands. The development of the IDZ in Saldanha Bay is likely to boost the fortunes of the local manufacturing sector, which could give rise to interesting linkages with the more buoyant Swartland and Bergvlier manufacturing sectors.

The current Saldanha Bay Spatial Development Framework was approved by Council in February 2011 and met its legislative requirements in terms of the Municipal Systems Act (2000). The SDF was drafted to be in alignment with the Provincial Spatial Development Framework (2009). The SDF is also aligned to the IDP and provides strategic guidance in respect of the location and nature of future development and provides a strategic context for what is needed in terms of land and infrastructure in order to achieve municipal spatial objectives. The SDF is currently being reviewed as it is out dated, and follows on the drafting of a Functional Region SDF planned by the Department of Environmental Affairs and Development Planning.

The current Human Settlement Plan (HSP) for Saldanha Bay was approved by Council in 2009. The information presented is therefore relatively out-dated. As part of the Built Environment Support Programme, the HSP is currently under revision and the envisaged date of completion is 31 March 2015. The new HSP seeks to inform forward planning relating to housing provision, especially to guide the 10-year housing delivery pipelines within the 20-year planning horizon in order to ensure sustainable and sustained housing delivery in Saldanha Bay Municipality (SBM) in the short and medium term.

Most municipalities in the Western Cape have benefitted from Water and Sanitation master planning originally funded by the Province (done by consulting engineers originally over the period 2004-2006).

It should be noted that the declared IDZ and the proposed expansion of the Port of Saldanha could have major impacts on the employment opportunities and housing demand within Saldanha Bay Municipality. Long term challenges are anticipated with the incumbent IDZ particularly related to the oil and gas exploration and manufacturing of metal products which will demand a combination of highly skilled (specialised coded welders) and lesser skilled (maintenance work) labour. As a result, there is a need for skills training to support the development of the IDZ in Saldanha Bay by ensuring that the required skills are available.

The population of Saldanha Bay local municipality increased from 56148 in 1996 to 99193 in 2011 experiencing an above average annual growth rate of 4% which is higher than the West Coast District average growth rate of 3%.

The capacity of a municipality to fund infrastructure projects is determined by (a) the availability of own reserve funds (b) the ability to take up and service loans, and (c) government grants especially MIG and RBIG. As it is clear that these are limited in extent, it is inevitable that the municipality will have to prioritise, which it can only do once it possesses a good understanding of all the most prominent infrastructure needs and risks. The report is thus a structured overview of all critical gaps and possible expenses related to infrastructure.

The draft report concludes that the municipality is in a relatively good position with regards to bulk infrastructure. The table below presents the state of infrastructure supporting developments:

Town	Water Source	Bulk Water	Bulk Sewer	Access Roads & Stormwater	Solid waste and drop off facilities	Electricity
Vredenburg	😊	WTW – N/A 😊 Bulk Supply 😊 Storage Capacity	😊 WWTW – Currently being upgraded 😊 Bulk sewer	😊 Access Roads 😊 Storm Water	😊 - Landfill site (but upgrade required)	Municipality ☺ ESKOM ☺
Saldanha	😊	WTW – N/A 😊 Bulk Supply 😊 Storage Capacity	😊 WWTW 😊 Bulk Sewer	😊 Access Roads 😊 Storm water	😊 - Drop off facility (2)	Municipality ☺ ESKOM ☺
Hopefield	😊	WTW – N/A 😊 Bulk Supply 😊 Storage Capacity	😊 WWTW 😊 Bulk Sewer	😊 Access Roads 😊 Storm water	😊 - Public drop off (upgrade required)	Municipality ☺ ESKOM ☺
Langebaan	😊	WTW – N/A 😊 Bulk Supply 😊 Storage Capacity 😊 Pumping Capacity	😊 WWTW 😊 Bulk Sewer	😊 Access Roads 😊 Storm water	😊 - Landfill site (licenced to closure; a new transfer station will be constructed)	Municipality ☺ ESKOM ☺

Town	Water Source	Bulk Water	Bulk Sewer	Access Roads & Stormwater	Solid waste and drop off facilities	Electricity
Paternoster	😊	WTW – N/A 😊 Bulk Supply 😢 Storage Capacity	😊 WWTW 😊 Bulk Sewer	😊 Access Roads 😢 Storm water	😢 - No drop off facility	Municipality 😊 ESKOM – N/A
St Helena Bay	😊	WTW – N/A 😊 Bulk Supply 😊 Storage Capacity	😊 WWTW 😊 Bulk Sewer	😊 Access Roads 😊 Storm water	😢 - No drop off facility, closest in Laingville	Municipality – N/A ESKOM 😊
Britannia Bay (part of St Helena)	😊	WTW – N/A 😊 Bulk Supply 😊 Storage Capacity	😊 WWTW 😊 Bulk Sewer	😢 Access road to Britannia Bay and Duykereiland 😢 Storm water	😢 - No drop off facility, closest in Laingville	Municipality – N/A ESKOM 😊
Jacobsbaai	😊	WTW – N/A 😊 Bulk Supply 😊 Storage Capacity	N/A	😢 Roads and Storm water	😊 - No drop off facility	Municipality 😊 ESKOM – N/A
Stompneus Bay (part of St Helena)	😊	WTW – N/A 😊 Bulk Supply 😊 Storage Capacity	WWTW – N/A 😢 Bulk Sewer	😢 Access Road and Stormwater 😢 - Internal (road's reserve does not belong to municipality but they accepted responsibility for maintenance)	😢 - No drop off facility, the closest facility is in Laingville	Municipality – N/A ESKOM 😊

Town	Water Source	Bulk Water	Bulk Sewer	Access Roads & Stormwater	Solid waste and drop off facilities	Electricity
Langville (part of St Helena)	😊	WTW – N/A 😊 Bulk Supply 😊 Storage Capacity	😊 WWTW – Currently being upgraded 😊 Bulk Sewer	😊 - Access roads 😊 Internal roads 😊 Storm water (bulk)	😊 - Drop off facility (1) upgrade required)	Municipality – N/A ESKOM 😊
Shelly Point (part of St Helena) Private property	😊	WTW – N/A 😊 Bulk Supply 😊 Storage Capacity	😊 WWTW 😊 Bulk Sewer	😊 - Access roads 😊 - Storm water	😊 - No drop off facility, closest in Laingville	Municipality – N/A ESKOM 😊

The Operational and Capital budgets reported in the IGP spans the following financial years: 2010/11; 2011/12; 2012/13 and 2013/14. The second phase of the IGP will include current and future financial years.

6.2.4.3 Water

The bulk sources of fresh water for the municipal areas are wet catchment areas that are naturally recharged by rainfall. Water is provided to the Saldanha Bay Municipal area by the District Council through the Saldanha-Berg River Water Provision Scheme. The main bulk water source is the Berg River, which feeds to the Misverstand Dam from where the water is pumped to a purification facility. It is then sent to the Bezaansklip and Vergelleë reservoirs. The Bezaansklip Reservoir is a district reservoir and is managed by the West Coast District Municipality. Several other smaller reservoirs in the network store and distribute water through water pipelines. Three significant pump stations are situated at Saldanha, Vredenburg and Louwville.

The Saldanha Bay Municipality service area is a water stressed area, therefore the West Coast District Municipality places considerable responsibility on the municipality to manage demand and supply wisely. The following challenges pertaining to water capacity and quality exist:

- Dry summer seasons, the relatively low storage capacity of the reservoirs and the rising levels of demand/consumption (due to population growth), water supply to the municipal area may be a problem.

- The seasonal impact on the quality of water in the municipal area, high concentrations of chlorides during the winter months. This has also now extended beyond the winter months.
- Lower rainfalls currently being experienced, very low dam levels. Water restrictions.

Various alternative sources and combinations thereof were investigated and evaluated and eventually a 25,5 Mega litre /day sea water desalination plant in the Saldanha Bay area was identified as the most cost beneficial alternative and partial funding for the project was obtained from the Regional Bulk Infrastructure Grant (RBIG) programme from the Department of Water Affairs. Currently plans for the desalination plant are on hold due to a funding shortage.

With the projected industrial growth in the municipal area taken into consideration, there may be insufficient bulk water supply for industrial purposes in future. There are three possible options to increase the water supply:

1. If no additional allocation of water from the Berg River system is allowed this will mean that the sea water desalination plant will have to be built immediately and phased to supply an ultimate 64 Megaliters per day of potable water in 30 years.
2. If an extended allocation from the Berg River system is granted up to the design capacity of the bulk supply pipeline, upgrading of the Withoogte water treatment works to 105 Megaliters per day will be required. The sea water desalination plant will then only be required after the demand has exceeded the 105 Megaliters per day, to supply 35 Megaliters per day.
3. If an extended allocation from the Berg River system is granted for the next 30 years, upgrading of the pipelines and pump systems to Withoogte and Besaanskloof and upgrading of the Withoogte water treatment works will be required. This will however, mean that no sea water desalination plant will be required.

At present the WCDM has applied for a larger allocation of water from the Berg River Scheme to augment the current supply Application has been made to cover option 1 and 2 noted above. The application is still in the process of being reviewed by the Department of Water and Sanitation and the result will dictate the option to be exercised.

Key projects which needs to be focussed on include some of the following:

- Obtaining a greater allocation of water from the Berg River Scheme. At this stage the bigger allocation is the more financially viable option and priority. Desalination could be planned for a later stage.
- Various bulk supply storage reservoirs need to be constructed in various town to ensure there is sufficient 48-hour storage capacity, i.e.
 - Saldanha 10 Megaliter reservoir – R15 000 000
 - Langebaan 5 Megaliter reservoir – R10 000 000

- Various upgrades and re-enforcements to bulk supply water mains is required, i.e.:
 - Saldanha new bulk supply line – R6 000 000
 - Vredenburg upgrade of the water network in Louwville westerly area – R5 000 000
- Upgrades required to Vergeleë Reservoir storage
- Upgrades required to Besaanskloof Reservoir and Withoogte Raw water off-channel Dam.
- Paternoster reservoir and bulk supply line

6.2.4.4 Storm Water

Storm water master planning studies form part of Council's development strategies and are being conducted to determine the impact of various types of storms (rainfall intensity in a catchment area) on municipal infrastructure and residential/commercial properties. The outcomes of these studies would indicate and identify upgrades of our existing infrastructure or propose the implementation of new infrastructure to satisfy the current and future demand as new built up areas are developed.

Master planning of storm water infrastructure is done individually for each town in the Saldanha Bay municipal area. Only master planning for Vredenburg, Langebaan, St Helena Bay (Laingville) and suburbs in Saldanha (White City & Middelpos) has been prepared to date. The latter master plans have been reviewed and adopted by Council with implementation of proposed upgrades to the existing infrastructure already in progress.

No further reviews of the existing master plans are foreseen in the near future. The focus will be on implementation of the upgrade proposals as per the current master planning. Storm water retention as a future water source must be prioritised in the future master plans.

Planned upgrade of infrastructure with anticipated year and approximate cost:

- Vredenburg storm water system in Skool street (2020)
- St Helena Bay upgrade of Langville storm water network (2016/2017) – R10 000 000
- Saldanha continuation of upgrade of Middelpos storm water network (2020) – R14 000 000
- Saldanha continuation of upgrades of White City storm water network (2020)
- Langebaan Skiatos storm water: Planning, Design and Construction (2020)

On the operational side, for the Storm Water Management System, condition assessments of all the physical elements of the various storm water networks in all the towns were executed, recorded and captured in the database of a GIS system. The quantification and geo-referenced physical elements enables the municipality to develop maintenance plans and programmes to execute scheduled tasks (repairs & maintenance) on the storm water networks in the various towns.

The entire network captured on the system indicates the following total number of physical elements:

Box Culverts	=	1.1km
Concrete Channels	=	10.4km
Earth Channels	=	6.7km
Storm water Pipes	=	186.2km
Stone Pitch Channels	=	4.1km
Manhole structures	=	6 264

6.2.4.5 Sewerage

The primary objectives of Saldanha Bay Municipality's Wastewater Operations are to minimize contamination of the resources to which the treated effluent is returned, to reduce or remove contamination through the treatment processes and to prevent contamination during transport of wastewater, storage and disposal of sludge. There are seven sewerage treatment plants in the municipal area and they are located at Saldanha, Vredenburg, Hopefield, Langebaan, Laingville, Shelly Point and Paternoster. Urgent upgrading of sewerage purification works is needed. There are 88 major pump stations with high capacity in the municipal area.

The following challenges are experienced with waste water treatment:

- Sludge handling and sludge disposal is a problem experienced at most of the Waste Water Treatment plants. The municipality are currently in the process of upgrading the plants, with specific focus on sludge handling facilities. A possible alternative is the use of a central composting facility; compost can be used by the municipality at parks and sports fields.
- Availability of skilled staff is also a problem. Most of the plants are run by personnel with years of experience operating the plants, but do not possess the required controller qualifications. The municipality are busy with an extensive process of getting all the operators classed as process controllers. Within the Water and Sanitation department, qualified mechanical/electrical artisans will need to be employed to perform maintenance on all water, sewer and treatment equipment.

- Vandalism at specific plants and at critical pump stations is a major cause for concern. The financial loss is high when considering all the incidents. It is also an area of concern that the municipality will have to address and look at alternative solutions.

With the projected industrial growth projections for the area, the municipality need to ensure efficient operations at all the waste water treatment plants and sewer pumping stations. Key projects with approximate cost which will need to be focussed on include some of the following:

- Langebaan upgrading of the Waste Water Treatment Works to meet the current and projected future demand – R10 800 000
- Langebaan upgrading of the rising main from Kaktus to Waste Water Treatment Works – R7 000 000
- Vredenburg upgrading of the Waste Water Treatment Works, specific focus on the beneficial re-use of treated effluent from the plant – R10 000 000
- St Helena Bay new Britannia Bay Waste Water Treatment Works – R35 000 000
- St Helena Bay new main line and reticulation Britannia Bay, Stompneus Bay and Shelley Point – R12 000 000
- Combined Waste Water Treatment Works for Jacobs Bay and Diazville and the Middelpos area – R20 000 000. Jacobs Bay is still serviced with septic tanks.
- Re-use of treated effluent from the Langebaan WWTW. No discharge of water into the Langebaan MPA.
- Upgrades to various sewer pumping stations is required.

6.2.4.6 Electricity

Bulk electricity to the municipal area is supplied by Eskom from the 400kV Aurora Substation. From there it is distributed by 132kV power lines to the Eskom Blouwater Bay Substation. Traditionally Eskom supplied the area east of the Sishen-Saldanha railway line with the exclusion of the Hopefield and Langebaan residential areas. Eskom also supply the St Helena Bay area and the Mykonos area. Saldanha Bay Municipality traditionally supplied the area west of the railway line, Hopefield and Langebaan.

The municipality has 4 points where bulk electricity is purchased from Eskom for redistribution. The main point is at the Eskom Duferco substation where we have two 66kV supply points (Notified Demand of 40MVA) and two 11kV supply points (Notified Demand of 3MVA). From these 66kV supply points we supply Vredenburg and the Paternoster area on one feeder and Saldanha and Jacobs Bay area on the other feeder. We supply the Saldok area from the 11kV feeders. The second supply point is at 11kV at the Eskom Langebaan Substation with a notified demand

on 10MVA. The third is on a rural Eskom 11kV line at Hopefield with a notified demand of 3.2MVA. The fourth point is on an Eskom Rural 11kV line at the old Chemfos mine. The notified demand is only 0.2MVA.

The two main Plans governing the work to be done on the electrical network and supporting infrastructure are the Electrical Network Development Plan and the Electricity Maintenance plan.

ELECTRICAL NETWORK DEVELOPMENT PLAN:

The “Electrical Network Development Plan for the Saldanha Bay Municipal Area of Supply” dated 25 April 2014 is the current master plan in use. It was resolved by council decision R20/8-14 that it be used as guideline for expansion of the electrical networks on 28 August 2016.

The primary purpose of the studies in the plan was to analyse the existing network with the aim of understanding the current electrical capacity of each individual network and to identify possible limitations for the short and medium term network expansions due to natural growth and proposed new developments. A load flow analysis performed on the existing 66kV and 11kV networks revealed that the overall network is in a fairly good condition considering the age of the infrastructure. The spatial development framework for the Saldanha Bay Municipality area of supply is based on analysing three scenarios: low, medium and high growth. Natural growth, as well as various known loads from new developments was simulated to determine what effect on the network would be for a timeline of 5 – 10 years (2019 – 2024). Problem areas were addressed and possible alternatives proposed. The plan is scenario based and the projects identified will depend on the actual growth situations. Only the main substation related projects are directly costed in the document, but other smaller network upgrading is covered in the document.

The following documents need to be read in conjunction with this Network Development Plan:

- Electricity Infrastructure Master Plan – May 2012 (SCADA System with integrated Electricity Infrastructure Master Plan) – SBM Document
- Electrical Reticulation Masterplan for Langebaan – July 2009 – SBM Document
- Bulk Infrastructure Review for Saldanha IDZ (Electricity) – SBIDZ document
- Housing Growth Scenarios (Electrical) –April 2015 – Departmental plan
- Vredenburg Urban Renewal Project – April 2013 – SBM Document
- Local Government Energy Efficiency and Renewable Energy Strategy - November 2014 – SALGA Document
- Western Cape Climate Change Mitigation Scenarios exercise for the Energy Sector – March 2015 – WCG Environmental Affairs and Development Planning Document
- Western Cape Climate Change Response Strategy –March 2016 - WCG Environmental Affairs and Development Planning Document

The major limiting factor to future growth in the area will be the availability of supply capacity on the Eskom owned Duferco substation with ±15MVA of firm capacity still available. Network strengthening and new build distribution capacity on the Eskom networks will therefore also have to be created within the Saldanha Bay Municipal area of supply. The effect of Small Scale Embedded Generation (SSEG) on the form of Photo Voltaic (PV) rooftop generation is not worked into the current plan. When the plan need to be upgraded/reviewed in 2019, this will have to form an integral part of the plan.

When we look at the order of magnitude of some of the expected major developments that could come to the area, the master plan does not cater for the bulk infrastructure and the expansions that need to be made to the Eskom bulk infrastructure. In terms of the development criteria, the developers have to pay for the bulk and connector infrastructure as well as for the internal infrastructure of the development. It is therefore assumed that these will be handled on an individual base and the cost will be for the developer. No special provision will be made before the time into the normal municipal budgets.

The major projects for the next five-year period will be the following:

- Completion of the upgrade of the Vredenburg 66/11kV substation – R7 500 000
- The building of the Marais Industries 66/11kV substation referred to in the planning as strengthening for Jacobs Bay area.
- The preparation for a new intake substation in the Saldanha Industrial area. Linked to this there will be upgrading of the 11kV line and cable networks to cater for the growth in the residential and commercial existing developments.

ELECTRICITY MAINTENANCE PLAN:

The Electricity Maintenance Plan on the “Onkey” computer system from PRAGMA is the main maintenance plan currently in use. It was noted by council decision R32/8-14 that the plan be implemented from June 2014.

The purpose of this plan is to provide a structured guideline for doing maintenance on the Electrical Network and associated equipment. Using the asset register it will ensure that the required maintenance is done to keep the equipment properly functioning during its expected life and where possible extending the life span of the equipment. It will also assist with complying with GRAP 17.

Since the implementation we have continuously been developing the system to the stage where it would be able to provide job cards for the required maintenance and record the feedback on the system for future reference. With the change of the municipal financial system to MUNSOFT, the continuation of the licence fee for PRAGMA the software was stopped. The idea is to incorporate the functionality into the asset management module of MUNSOFT. This process must start as soon as the asset management module of MUNSOFT is fully functioning. The plan and the implementation of the job card issuing need to be revised for the new system. In the interim period the hard copy of the plan will be used as a guideline for manual maintenance planning.

In addition to the routine maintenance the long term refurbishment of the electrical network and equipment need to be continued. This include the refurbishment and replacement of the following based on the condition of the equipment:

- Old and rusted street light equipment,
- Replacement of metering kiosks and pillar boxes,
- Replacement of corroded conductor and hardware on overhead lines,
- Re-conducting high risk copper lines to mitigate the risk,
- Replacement of old technology oil switchgear with modern technology equipment,
- Replacement of old mini-substations to refurbish then for re-use in the network.

The NERSA audit that was done during May 2016, and the comments and findings in the audit report will be the base for this work. The audit report also referred to not having sufficient staff to do the required maintenance and this will also have to be addressed as part of the budget processes.

6.2.4.7 Waste Management

Saldanha Bay Municipality's Waste Management Department employs 102 permanent employees. The Waste management department performs the following functions for the wards within SBM:

- Residential and business refuse removal
- Bulk garden waste removals
- Skip services (Builders Rubble and general waste)
- Issuing of wheelie bins, pole bins, recycling bins and composters
- Manage 2 Landfill sites, 4 transfer stations, Materials recovery facility and a chipper plant
- Cleaning of open spaces and beaches

Waste management is undertaken in terms of two sets of regulating documents i.e. the Integrated Waste Management Plan and the Integrated Waste Management Policy

An integrated waste management plan (IWMP) is a high level strategic document that looks broadly at the waste management offering within a defined area and proposes further steps that the responsible authority must consider taking to achieve a comprehensive integrated waste management service.

Seven goals were identified for the IWMP and they are listed below:

- Promote recycling and recovery of waste
- Ensure effective and efficient delivery of waste services
- Ensure legislative tools are developed to deliver on the Waste Act and any other applicable legislation
- Sound budgeting and financing of waste management services
- Ensure the safe and proper disposal of waste
- Education and awareness
- Compliance and enforcement

These goals are fed through to the desired end state component of the document where action plans and budget is allocated to the interventions. These action plans of the integrated waste management plan serve as both development strategies and operational strategies of the Council.

An Integrated Waste Management Policy regulate waste management within its area of jurisdiction and ensures that the municipality has the capacity to deal with the expected increase in generation of waste.

The purpose of the policy is to:

1. Ensure that waste management practices in the municipal area conform to the Waste Act, national waste management strategy and other national and provincial waste management laws and policies.
2. It sets forth waste management hierarchy principles as the overall approach that will form the basis of waste management in the municipality.
3. Ensure and regulate provision of waste management services.
4. Promote equitable access to waste management services.
5. Facilitates social and economic development and job creation in the waste management sector.
6. Provide for sustainable and economically viable funding strategy for the provision of waste management services
7. Provide for infrastructure and assets required for the provision of waste management services.
8. Enable the municipality to set tariffs and provide incentives and disincentives to encourage waste minimisation and avoidance.
9. Provide a basis for the review of a Waste Management By-law that will regulate waste generation and waste management services

The Solid Waste department is currently in draft stage for both the integrated waste management Policy and Plan. These documents will be tabled for approval by Council during March 2017. The Solid Waste department is in the process of extending the Vredenburg Landfill site to accommodate the expected developments in our area. The extension is based on a population growth of 4% and the extension will capacitate Saldanha Bay Municipality with 11 years of landfill airspace excluding the diversion projects currently under way. With the successful implementation of the separation at source (diversion) program and chipping of garden waste the capacity can be increased to 15 years. SBM is thus ready for the IDZ with regards to landfill airspace. The municipality are also in the process of closing Langebaan landfill site and construction of a new transfer station. According to Stats SA SBM has the highest refuse collection rate in South Africa and this is reflected in our draft IWMP.

The acquisition of refuse collection vehicles, compactor truck specifically remains a major challenge and the refuse collection fleet urgently need at least 3 new compactor trucks with a total cost of R 6 500 000.00. SBM has implemented a separation at source collection service (two bag system) in Langebaan and plans to roll out 2 more phases to include all towns by 2018. The Vredenburg Materials recovery facility recycles an average of 96.1 tons of waste per month and the tonnage is increasing monthly. The two bag system will enhance the tonnage recycled at the materials recovery facility. The Solid Waste department is partnering with NGO's to establish Swap shops to further reduce waste to landfill and create employment opportunities. A proposed Biogas agreement with an private entity is currently being investigated.

The following projects/assets are required for the next three years:

PROJECT/ASSET	YEAR 1	YEAR 2	YEAR 3
Mobile Refuse Bins 240L (Wheelie Bins)	1 000 000	-	1 500 000
Mobile Refuse Bins 240L (Wheelie Bins)		1 000 000	
Recycling Domes	-	-	-
Pole Bins x200	100 000	-	100 000
6m ³ Skips x 10	-	100 000	100 000
New Refuse Compactor	-	-	2 300 000
New Refuse Compactor	2 300 000	-	-
New Refuse Compactor		2 300 000	
Grab Truck	850 000	-	-
Composter Unit (New item)	60 000	-	-
Development of New Vredenburg Landfill Site	5 000 000	-	-

PROJECT/ASSET	YEAR 1	YEAR 2	YEAR 3
Development of New Vredenburg Landfill Site	10 000 000	10 000 000	-
Vredenburg: Landfill Site Extension	5 796 124	19 669 750	20 134 126
Rehabilitation of old Landfill (LBN)	-	-	-
Rehabilitation of old Landfill (Hopefield Transfer Station)	-	300 000	-
Rehabilitation of old Saldanha Landfill	-	-	-
Rehabilitation of old Saldanha Landfill	-	-	-
Rehabilitation of old Saldanha Landfill	-	-	-
6m ³ Skips x 6	100 000	-	100 000
Development of new Landfill (LBN)	-	-	-
Development of new Landfill (LBN)	-	-	-
New water truck including pump (New Item)	-	1 500 000	

The following projects/assets are envisioned to emanate from the approval of the Integrated Waste Management Plan:

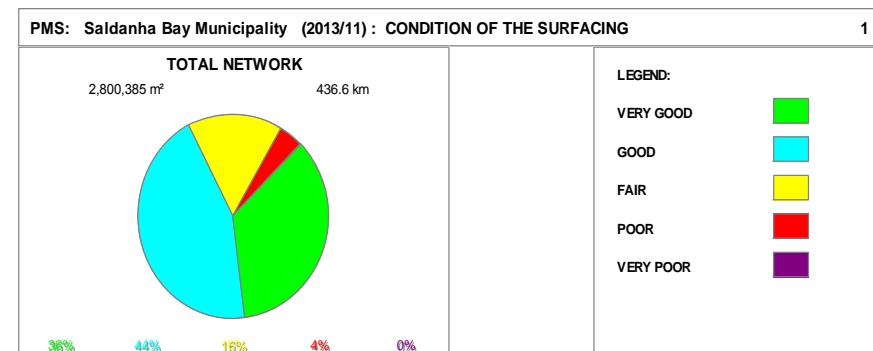
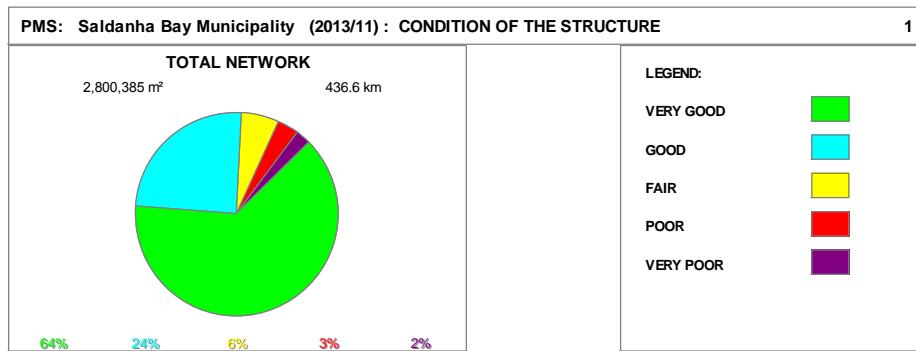
PROJECT/ASSET	YEAR 1	YEAR 2	YEAR 3
IWMP: GOAL 1 RECYCLING RECEPTACLES AT TRANSFER STATIONS	40 000	30 000	20 000
IWMP: GOAL 2 COMPOSTING FACILITIES	200 000	500 000	500 000
IWMP: GOAL 2 REFUSE COMPACTOR TRUCKS		2 300 000	2 300 000
IWMP: GOAL 2 ADDITIONAL UPGRADE TRANSFER STATIONS PATERNOSTER		1 000 000	1 000 000
IWMP: GOAL 5 ADDITIONAL TRANSFER STATION ST HELENA BAY		400 000	
IWMP: GOAL 5 ADDITIONAL TRANSFER STATION PATERNOSTER			400 000

6.2.4.8 Roads

The road network in the municipal area consist of provincial roads and municipal roads. The Provincial Government Western Cape is responsible for the management and maintenance of the provincial roads. The municipality uses the following instruments to plan, develop and maintain the roads under their mandate.

PAVEMENT MANAGEMENT SYSTEM (IMQS):

The Pavement Management System are used as a tool for the effective management of maintenance works on road services. In terms of the the Local Government: Municipal Finance Act (No. 56 of 2003, local authorities are obliged to have asset management systems in place and to draw up a register of fixed assets, including the (1) Current value / Depreciation (2) Quantification and (3) Description and location, and (4) State assets.



In addition, authorities are also obliged by law to protect, manage and maintain their assets. The most recent condition assessment on the road network was conducted and concluded in 2014, which revealed the following statistics and condition of our roads:

Road Network Statistics:

- Total road network (bituminous surfaced) = 436.6km
- Total graveled road network = 36.4km
- Total segmented block paved road network = 21.4km

The following resealing and rehabilitation of roads are required:

- Saldanha Bay resealing of roads – R25 000 000

- Hopefield rehabilitation of roads – R14 000 000
- St Helena Bay rehabilitation of roads – R14 000 000
- Vredenburg rehabilitation of roads – R5 000 000
- Saldanha rehabilitation of roads – R8 000 000

INTEGRATED TRANSPORT PLAN (2015-2020):

The Integrated Transport Plan study (ITP) was concluded and approved by the Provincial Department of Transport & Public Works in February 2016. The study involves the safe movement of people and goods with various modes of transport and related road and road side infrastructure.

Project prioritisation has become critical to making the best use out of limited funding sources. It is becoming increasingly important to determine which projects are the most feasible. All projects identified in the status quo analysis and the stakeholder participation process was prioritized together with the Local Municipality representatives where each project was evaluated, scored and ranked. Projects were categorised based on project type and focus areas i.e. road infrastructure maintenance and upgrade, public transport infrastructure, NMT facilities, and planning and feasibility projects. In each focus area projects were scored based on criteria such as traffic/passenger volumes, existing conditions, network considerations and the impact on social and development considerations. Projects were then ranked from highest to lowest evaluation score and the 5 highest LM scoring projects per category were included in the implementation and financial plans.

ROAD NETWORK MASTER PLAN:

The Saldanha Bay municipal area is primed for accelerated growth in the future. The development of the IDZ and the expansion of the port will initially focus on economic development around the port area. These projects will lead to the creation of many permanent job opportunities and the attraction of many secondary support industries to the area.

A Road Network Master Plan provides a blueprint of what the long term road network requirements of an area are likely to be. Its development therefore relies heavily on the predictions of future traffic volumes. To predict this, it is required to understand what the daily movements of people could be. The study outcome clearly indicates that the future road network is dependent on the future land use planning, and vice versa to an extent. Transportation planning is thus directly linked to land use planning. If a use is changed, there will be a change in travel patterns.

The Roads Master Plan has been approved by the Western Cape Government: Department of Transport & Public Works and adopted by the Saldanha Bay Municipal Council. Several Provincial Road projects are planned in preparation for the future demand on the road network.

6.2.4.9 Facility Management

The primary purpose of the Municipal Facilities (i.e. Building) Department is to ensure that all municipal building assets are maintained at optimal levels of condition and at minimum total cost. In this context, the determination of optimal levels of condition shall take into account the required serviceability (functionality), reliability and availability, legal requirements, appearance and expected future life of building assets. Other important objectives are:

- to provide a safe, effective and sustainable environment for facility users of municipal facilities/buildings within Saldanha Bay;
- to reduce physical and financial risks;
- to ensure that the maintenance process is carried out in accordance with sound governance principles;
- to provide consistency and continuity in the execution of maintenance, with minimal environmental impact;
- to ensure compliance with statutory requirements;
- to ensure adherence to and integration with other Council policies;
- to ensure that adequate capacity and skills are available for maintenance of assets, and that resources are used effectively;
- to ensure that appropriate maintenance management information is recorded and monitored;
- to reduce the incidence of unplanned maintenance; and
- to ensure that assets are efficiently and effectively utilised.

To this end a high level maintenance plan has been developed for the major capital maintenance projects planned within the next IDP cycle:

HIGH LEVEL CAPITAL BUILDING MAINTENANCE PLAN/OBJECTIVES

Financial Year

	2017/18	2018/19	2019/20	2020/21	2021/22	
I	Laingville LED Units	Langebaan Traders Area	Informal	Ongegund LED Units	Saldanha LED Units	Middelpos LED Units

HIGH LEVEL CAPITAL BUILDING MAINTENANCE PLAN/OBJECTIVES					
Financial Year					
	2017/18	2018/19	2019/20	2020/21	2021/22
2	Diazville LED Units	Langebaan Municipal Offices	St Helena Bay Offices	Saldanha Informal Traders Area	Louwville LED Units
3	Administration Building Vredenburg	Buller Centre and Old FNB Building	Electrical Department Offices	Hopefield Offices	Saldanha Bay Offices
4	Skilpad Hall	Steyn House	Diazville Offices	Laingville Offices	Louwville Offices
5	Louwville Community Hall	Ongegund Community Hall	Smartie Town Community Hall	St Helena Bay Community Hall	Laingville Community Hall
6	Paternoster Hall	Diazville Community Hall	Dial Rock Hall	Seebries Hall	Green Village Community Hall
7	Langebaan Community Hall	Witteklip Community Hall	Hopefield Community Hall	Steenberg's Cove Community Hall	Saldanha Multi-Purpose Hall
8	Hopefield Library	Laingville Library	St Helena Bay Library	Vredenburg Library	Saldanha Library
9	Garden Services Depot	Paternoster Library	Harold Krumm Library	Diazville Library	Langebaan Library
10	Mechanical Workshop	Municipal Stores	Electrical Depot	Langebaan Depot	Vredenburg Depot
11	Kalkrug Depot	Hopefield Depot	St Helena Bay Depot	Traffic Department	Water Depot\Archive\Clinic
Required	R8 700 000.00	R7 100 000.00	R7 350 000.00	R7 100 000.00	R8 200 000.00

6.2.4.10 Holiday Resorts and Caravan Parks

The Municipality is responsible for the management and maintenance of seven holiday resorts in the municipal area. These are the Saldanha Resort (Saldanha), the Tabakbaai Resort (Diazville), the Laingville Resort (St. Helena Bay), the Oostewal Resort and Oostewal Caravan Park (Langebaan), the Seebries Park Resort (Langebaan), the Cape Columbine Nature Reserve (Paternoster) and the Leentjiesklip Caravan Park (Langebaan).

The main priority of our resorts is for guests to experience true hospitality and efficient client service. All of our resorts are next to the beach, where the sheer natural beauty of the sea can be experienced. Braai facilities are available in each camp site at all our resorts, water taps and refuse bins are positioned at regular intervals and you pay per unit and not per person. On arrival at our resorts we provide the guests with the necessary information including the rules and safety evacuation plan.

The Municipality appointed a service provider to review the service delivery mechanisms and make recommendations to improve current management and operations. The outcome of this review will be considered by Council in due course.

Vandalism and access control to the respective facilities are still the main challenges at the resorts.

6.2.5 ENVIRONMENTAL HIGHLIGHTS

6.2.5.1 Air Quality

What is air pollution? Air pollution comprises e.g. **Outdoor (ambient) pollution** such as Fossil fuel burning (e.g. Power generation, cars); industrial non-fossil fuel emissions; natural emissions; pesticides etc., and **Indoor pollution** such as Burning coal, wood, paraffin for heating, cooking, lighting.

Ambient air quality monitoring and reporting is a mandated function of municipalities according to the National Environmental Management: Air Quality Act (Act No. 39 of 2004) (NEM:AQA)(DEA, 2005). The WCDM commissioned the AQMP (Air Quality Management Plan) for all municipalities in the West Coast. SBM Council Resolution R14/6-12. The SBM AQMP will be reviewed in 2017.

The objective of ambient air quality monitoring is to measure and report on concentrations of criteria air pollutants in the municipality as input to management of air quality, to monitor compliance with National Ambient Air Quality Standards (NAAQS).

A number of different types of air pollution sources currently exist in the SBM, including industrial Listed Activities, smaller Controlled Emitters, transportation (vehicles and shipping), quarries, agricultural activity and natural sources such as windblown dust. Pollutants typically associated with industrial sources and combustion are sulphur dioxide (SO₂), oxides of nitrogen (NO + NO₂ = NO_x) and particulate matter (PM₁₀ and PM_{2.5}). These are criteria pollutants with national ambient standards as they are known to be harmful to human health. Unique to the SBM is the emission of iron oxide (Fe₂O₃) dust from storage, handling and processing of iron ore. Pollutants of concern were identified as SO₂, nitrogen oxide (NO), nitrogen dioxide (NO₂), NO_x, ozone (O₃) and particulate matter (PM₁₀ and PM_{2.5}). Dust fallout was also regarded as important, as well as the concentration of various metals in the dust, including Fe₂O₃, Pb, zinc (Zn), titanium (Ti) and copper (Cu). Meteorological parameters such as wind direction, wind speed, temperature, relative humidity, solar radiation and atmospheric pressure are monitored in order to assist in identifying the sources of elevated concentration events or episodes.

The Saldanha Bay Municipality (SBM) therefore planned to establish an ambient air quality monitoring network consisting of two continuous air quality monitoring stations and seven dust fallout stations. SBM's monitoring network feeds into the DEADP Ambient Air Quality Monitoring network.

The monitoring network was designed to include two fully automated ambient air quality monitoring stations and seven dust fallout monitoring stations. Siting of the stations were conducted under the guidance of DEADP. Factors that were considered by the DEADP in the parameters to be monitored and the station siting were:

1. Impacts of pollutants that are known to have impacts, typically criteria pollutants;
2. Location of sources (current and future) relative to sensitive receptors and the prevailing meteorology;
3. Population distribution, i.e. levels of exposure; and
4. Representativeness by the monitoring station of an area-wide rather than impact of a single source.

Other factors considered were the:

1. Proximity of obstructions to allow clear air flow to the monitoring station;
2. Availability of suitable infrastructure, e.g. electricity and ease of access; and

3. Security considerations.

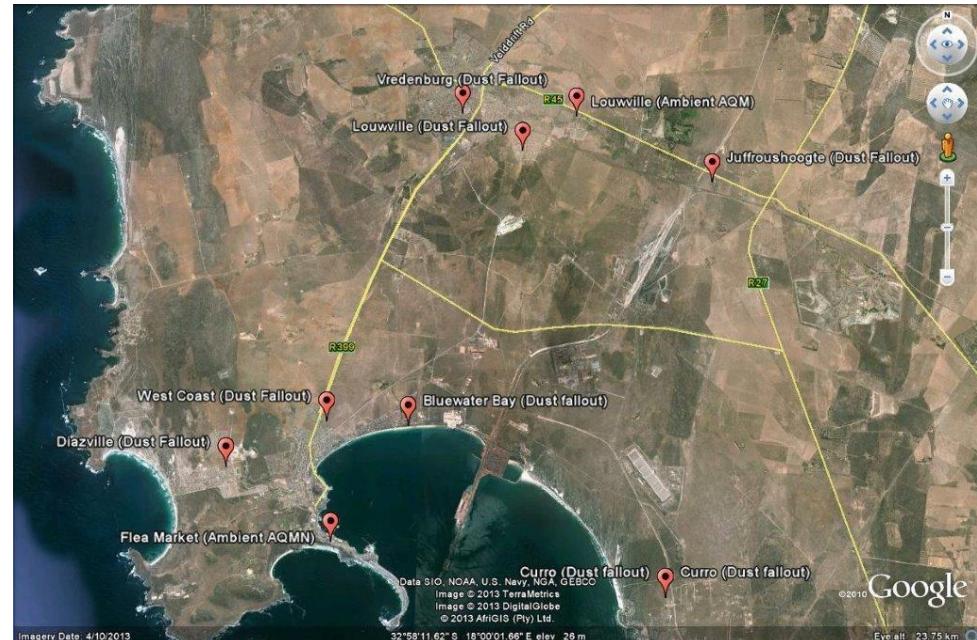
Therefore, the SBM monitoring network consists of 2 fully automated ambient air quality monitoring stations and 7 dust fallout monitoring sites. The Air Monitoring Site in Saldanha Bay has received SANAS accreditation. We are working on SANAS accreditation for the Vredenburg site, hopefully to be achieved in 2017.

These sites are designed to measure the following criteria pollutants:

- sulphur dioxide (SO₂),
- nitrogen oxide (NO),
- nitrogen dioxide(NO₂),
- oxides of nitrogen (NO_X),
- ozone (O₃),
- particulate matter (PM10 and PM2.5)
- dust fall out

Meteorological Parameters are also measured. This refers to weather conditions. Ambient air quality monitoring must include current weather conditions. Data collection started in July 2014 and to date there has been no exceedances of the National Limits.

The table below reflects the NAAQS for pollutants monitored at SBM showing the limit for gaseous pollutants (ppb) and particulates, with the permitted frequency of exceedance per year in brackets (Source: DEA 2010 and 2012)



Pollutant	Averaging time				
	10-min	1-hour	8-hr running mean	24-hour	1 year
SO ₂	191 (526)	134 (88)		48 (4)	19 (0)
NO ₂		106 (88)			21 (0)
O ₃			61 (11)		
PM ₁₀				120 (4)	50 (0)
PM _{2.5}				65 (0)	25 (0)

Restriction area	Dust fallout rate (D) in mg/m ² /day 30 days average	Permitted frequency of exceedance
Residential	D < 600	2 in a year, not in sequential months
Non-residential	600 < D < 1200	2 in a year, not in sequential months

Projects with applicability to this IDP period is a three-year tender commencing 2017 and ending December 2019 which is to be issued for the monitoring, quality control and process advisory services for air quality monitoring in the Saldanha Bay region.

6.2.5.2 Environmental Management

It is important to note that the area has very unique biodiversity that is poorly protected and that the biodiversity underpins the natural resources and ecological infrastructure needed for sustainable development. Due to the current state of resource depletion and degradation of ecosystems the Western Cape responded by developing a Provincial Biodiversity Strategy & Action Plan (PBSAP), a policy document that guides our duty and intentions related to Biodiversity and spelling out the actions to ensure Biodiversity is considered and managed sustainably, one of which is the development and implementation of the provincial Biodiversity Spatial Plan (BSP).

The need to sustainably plan for increased development cannot be emphasised enough and for that purpose the BSP aims to guide planners and decision makers towards the most appropriate use of the landscape and to enable natural systems to function and run as healthy, working systems and ecological infrastructure on which we can depend.

The overall purpose of the BSP is to avoid the loss of natural habitat in Critical Biodiversity Areas (CBA) and prevent the degradation of Ecological Support Areas (ESA), while encouraging sustainable development in Other Natural Areas. Furthermore, the CBA networks represented by the CBA Maps are designed to increase our resilience to the impacts of development and climate change and is therefore the ideal tool for planners and decision makers to ensure a meaningful and sustainable future for the people of the area.

Also very pertinent to the area is the Cape West Coast Biosphere Reserve (CWCBR), registered in 2000 with UNESCO as South Africa's 2nd Biosphere Reserve. The CWCBR is very active in the area and aims to work with municipal partners in implementing sustainable development principles along the West Coast in addition to integrating rapid growth with biodiversity and heritage conservation. The CWCBR strives to foster human development that is ecologically sustainable by lending support for research, monitoring, education and information exchange related to local issues of conservation and development.

Identifying conservation priorities:

Fynbos ecosystems require urgent protection, requiring a progressive plan of action that allocates scarce resources optimally. The Saldanha Bay Municipality as required by Alien and Invasive Management Plans on National Environmental Management Act (NEMA) states that (a) All organs of state in all spheres of government must prepare an invasive species monitoring, control and eradication plan for land under their control, as part of their environmental plans in accordance with section 11 of the National Environmental Management Act. (b) The invasive species monitoring, control and eradication plans of municipalities must be part of the integrated development plans (3) The Minister may request the Institute to assist municipalities in performing their in terms of subsection (2). (4) An invasive species monitoring, control and eradication plan must include—(a) a detailed list and description of any listed invasive species occurring on the relevant land;(b) a description of the parts of that land that are infested with such listed invasive species;(c) an assessment of the extent of such infestation;(d) a status report on the efficacy of previous control and eradication measures;(e) the current measures to monitor, control and eradicate such invasive species; and measurable indicators of progress and success, and indications of when the control plan is to be completed.

Recent world-leading conservation planning in South Africa has systematically identified Critical Biodiversity Areas (CBAs) across the entire Cape Floral Kingdom. These CBAs are vital for conserving biodiversity and maintaining ecosystem functioning and should remain in (or be restored to) their natural state¹. They reflect the best scientific understanding of how much of each feature (e.g. vegetation type, wetland, rare species) is required to not only represent the full array of natural diversity in an area, but to ensure that it persists into the future. These plans also optimize around competing land uses, so that we do not attempt to solve conservation targets in areas of high opportunity cost, for example within the urban edge or areas of high agricultural value.

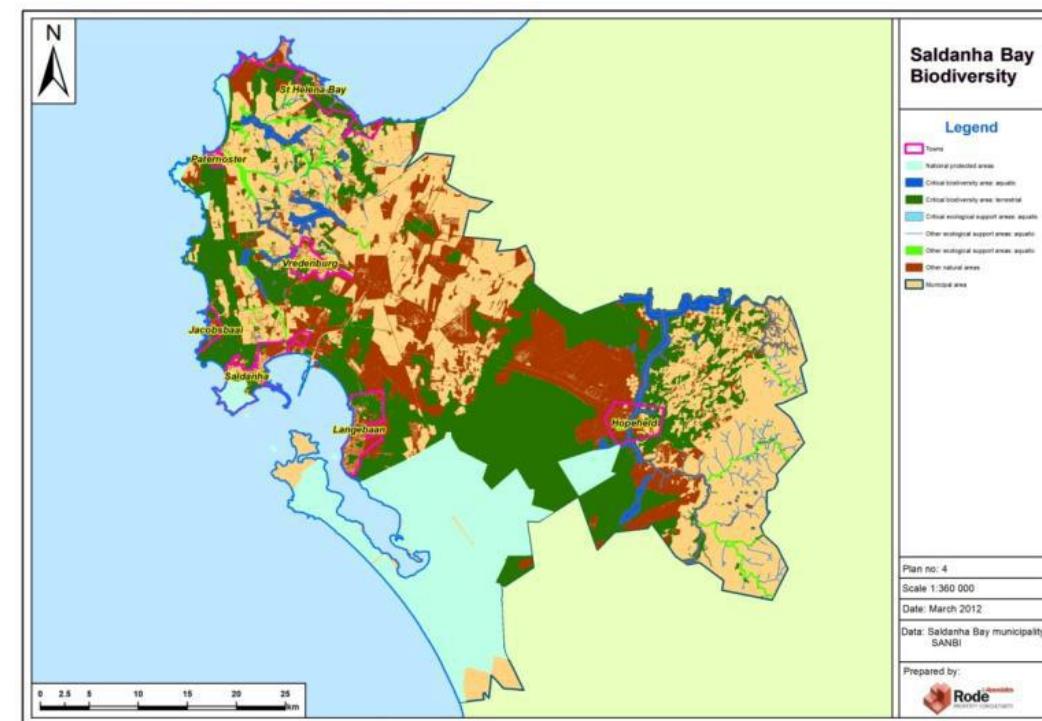
This study, initiated and funded by The Table Mountain Fund, an associated trust of WWF-SA, builds upon existing conservation plans to group CBAs into a set of key landscape-scale conservation corridors (see Figure 1). These 28 corridors not only contain a large portion of the most threatened ecosystems and species in the Western Cape², they are also configured around key functions for allowing ecosystems to adapt to a changing climate. The corridors include important landscape features that provide climate change resilience, such as north-south and altitudinal gradients, coastal proximity, wetlands and water catchments, similar soil types and centres of endemism (which are believed to have been climate refuges in the past). The corridors also take into account previously identified mega-corridors (such as the Greater Cederberg Biodiversity Corridor) and macro-climatic gradients identified in the CAPE conservation plan³ and the Western Cape's spatial development framework. Combining the conservation significance and threat analysis data identified six corridors as urgent priorities for conservation action of which the **West Coast National Park - Berg River Corridor (#5)** is one.

Another entirely lowland corridor, with almost no topographic diversity, and thus seemingly little climate change buffering potential, except for the fact that passes through the Hopefield flats centre of endemism. The corridor falls entirely with the Sandveld bioregion, and the dominant soil type is acid sand, which supports Sand Fynbos. The Sand Fynbos vegetation supports surprisingly high small mammal densities, and a significant number of threatened plant species. However, it also borders on the western edges of the Swartland, with its Shale Renosterveld, and vegetation along this ecotone is species rich, and very high in threatened species. The corridor also incorporates substantial Strandveld elements. The relatively aridity and infertile soils mean that this is one of the largest remaining areas of intact natural vegetation in the region, and it is thus also an obvious target for expansion of the WCNP, which currently conserves relatively little Sand Fynbos (it's mostly Strandveld). The corridor also incorporates parts of the Sout River, one of the very few Sandveld rivers. The Saldanha Bay Municipality as required for Municipality that the Estuary Management Protocol as stated in NEMA states that where an estuary is within a single municipal boundary, the municipality is responsible for the estuary management plan in consultation with the relevant government departments, except if the estuary is within the boundaries of a protected area, or is identified as part of the protected area expansion strategy. The Saldanha Bay Municipality has two water courses within the Municipal area, which is Bok River, which this River is situated in Saldanha and the wastewater treatment plant discharge the water in water channels, and also the Mosselbank River – which is situated in Paternoster and wastewater treatment plant also discharge water in water channels.

The Berg River and its associated floodplains and salt marshes are an exceptionally important perennial wetland system, especially for birds. Primary threats are agricultural expansion (potatoes and rooibos), and alien invasive Acacias (severe in places).

The entire Saldanha Bay area is approximately 166,565.48 ha. in size of which 0.4% is urban and 99.96% rural land. Overall, Saldanha Bay constitutes 5.8 per cent of the entire West Coast geographic land, making it the smallest municipal area in the district.

The associated map provides the best available scientific information regarding the biodiversity resources in Saldanha Bay Municipality that need to be retained in the long-term. This is to



ensure the maintenance of healthy ecosystems which are fundamental to the wellbeing of people since nature provides human kind with food, clean water and many other tangible and intangible benefits, sometimes referred to as ecosystem services.

6.2.5.3 Climate Change

The science of human caused climate change is unequivocal. Carbon Dioxide is one of a group of Greenhouse Gases which is increasing in concentration in the atmosphere due to human activities. This is primarily from fossil fuel usage which includes coal, oil, and gas, through activities such as industrial activity, transport and trade, and land use changes, and some agricultural activities. Greenhouse Gases have been building up since the start of the industrial revolution and the impacts of this in changing our climate have been known for several decades. Climate change is already occurring and the impacts are evident globally.

Climate change impacts are already particularly evident in the Western Cape and are negatively impacting and undermining economic and social development. The impacts, however, cover all sectors and require responses across all sectors of society, all economic sectors, all government entities, and all departments in the Western Cape Government. This is recognised by the Western Cape Government through the cabinet approved Western Cape Climate Change Response Strategy 2014 which talks to all sectors as a transversal provincial strategy.

Climate Change presents serious threats to the future of the municipal area and its environs due to the rising sea levels and the risk to development in low-lying areas. Furthermore, changing rainfall patterns and extreme weather events can have an impact on the municipal area and environs.

The nature of the municipality is critically linked with its natural resources, particularly marine and agricultural, both of which will face increasing threats from climate change. In addition, some of its resources are situated in highly risk locations, i.e. port and harbour infrastructure and developments on the coastal fringe that are subject to the elements of a changing coastal dynamic due to climate change. Furthermore, considering the many development initiatives and potential of the region, the time to actively consider climate change risks into planning and service delivery is imminent. The draft Saldanha Bay Environmental Management Framework (EMF) highlights a degrading natural environment (i.e. air quality and water quality in the bay) and other environmental challenges such as a scarcity of fresh water. Water scarcity amongst others is likely to become an increasingly larger challenge under a changing climate, and the drought of 2015/16 is an indication of this risk.

It's critical to understand that decisions made in the short term without considering climate change could likely result in stranded, redundant, obsolete, underutilised and degraded assets. It will be critical for Saldanha Bay Municipality to further internalise the West Coast District Climate Change Response Framework and prioritise some of the activities for its own local jurisdiction.

The Saldanha Bay municipal area also has a number of opportunities in terms of low carbon development, particularly linked to the industrial activities taking place in the regional and the potential for resource efficiencies that can be implemented. A lot of work is already underway in order to determine how industrial activities and economic development in general can support the low carbon economy. The opportunities around small and large renewable energy also needs to be considered when planning in this region, in order to fully understand the opportunities that these may have for the regional. Although the municipality itself will have less of a role to play in making decisions about large scale energy choices, the strategic planning documents of the region can support the decisions that will be made in the region.

The inclusion of climate change considerations into decision making and planning documents should not only consider Saldanha Bay according to its municipal boundaries, but also look at the impacts that the greater regional activities will have on the risks and opportunities as associated with climate change.

The municipality will work close with the provincial departments and the district municipality to identify risks and to plan for low carbon responses and adaption and resilience responses in all sectors.

6.2.5.4 Coastal Management

The National Environmental Management Integrated Coastal Management Act, Act 24 of 2008 specifies a number of responsibilities for municipalities regarding the sustainable development and management of the coastal environment. The Saldanha Bay Municipality is required to register servitudes for coastal access. These coastal accesses must be constructed maintained and managed by the Municipality. As the NEMA states that each municipality whose area includes coastal public property must within four years of the commencement of this Act, make a by-law that designates strips of land as coastal access land in order to secure public access to that coastal public property. (2) Coastal access land is subject to a public access servitude in favour of the local municipality within whose area of jurisdiction it is situated and in terms of which members of the public may use that land to gain access to coastal public property. (3) A municipality must implement subsection (1) subject to (a) the other provisions of this Act, including (i) any prohibitions or restrictions referred to in section 13(2); and (ii) the national and applicable provincial coastal management programmes; and (b)any other applicable national or provincial legislation.

The West Coast District Municipality developed an Integrated Coastal Management Plan (ICMP) which incorporate the local municipalities. This plan was completed during January 2013 and is currently advertised for public comment.

The ICMP deals with the current state of the coastal environment, the vision, objectives and strategies to address the challenges identified in the status quo. It also facilitate the improvement of institutional structures and capacity to respond to existing management gaps and the roles and responsibilities outlined in the Act.

The Minister of Environmental Affairs and Development Planning, Mr Anton Bredell listed the official Public Launch sites in the Provincial Gazette 7410 dated 26 June 2015. The municipality is the management authority of the below slipways:

- Britanniabaai
- Cubb, Paternoster
- Paternoster
- Klein-Noordwesbaai
- Jacobsbaai

The plan requires that Saldanha address the following actions:

Outcome / Response Required	Municipal Action
Compliance in terms of the Act and the performance indicators highlighted for LM's in the plan	Actions to ensure compliance
Alien cleansing	Facilitate co-ordination between WCDM and alien cleansing efforts and with private landowners
Implementation of the ICMP	Develop estuary management plans and budget for the implementation and revision of the plan
Illegal developments	Investigate illegal developments and/or landscaping within the littoral zone and surrounds in contravention of LUPO.
Conservation requirements	Construct boardwalks and implement dune rehabilitation at various key sites, need for ongoing erosion protection measures at Langebaan.

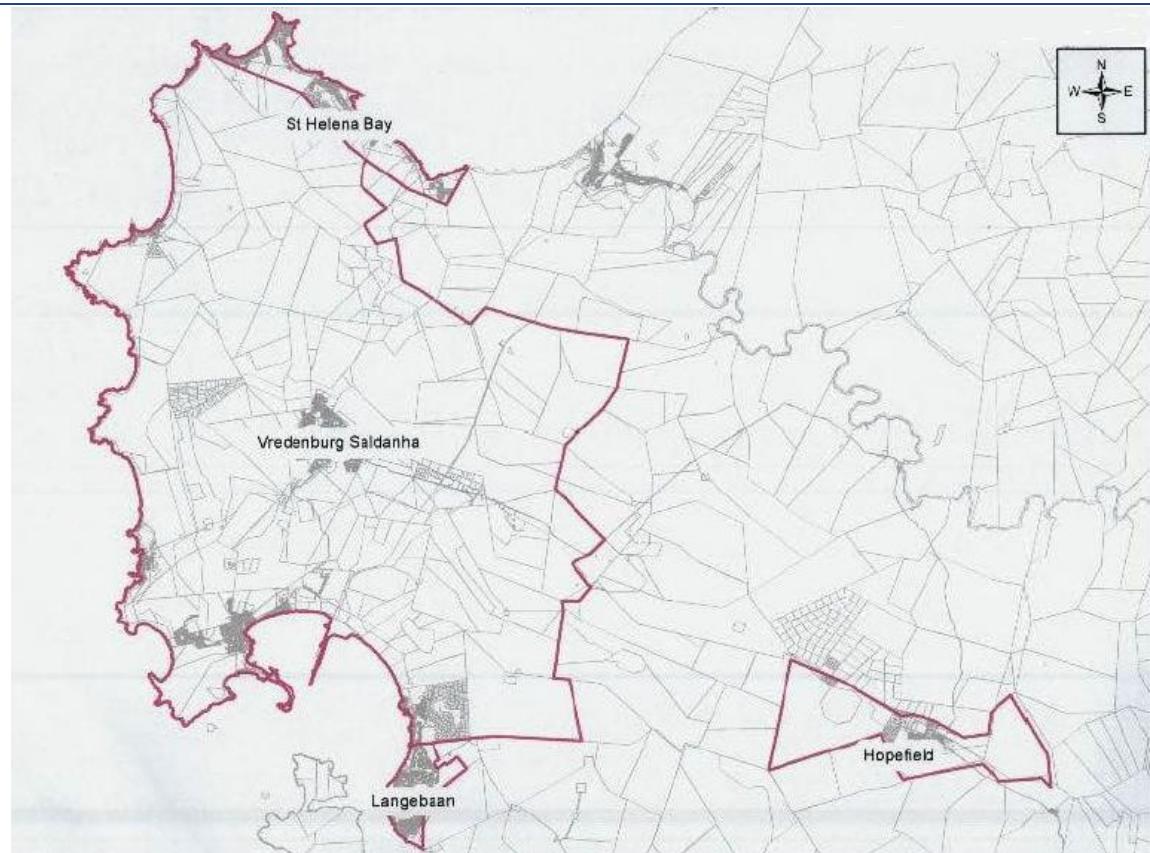
The coastal management plan of the Saldanha Bay Municipality was submitted to and adopted by Council during the 2015/16 financial year.

6.2.6 LAND USE MANAGEMENT

6.2.6.1 Land Use Management

Land use management in the municipal area is undertaken in terms of two main instruments, i.e. the SDF which provides spatial directives for the type of development and where it can occur, and land use schemes (also known as zoning schemes) which provide land use rights and development parameters therefor. The national Spatial Planning and Land Use Management Act, no 16 of 2013 (SPLUMA), the Western Cape Land Use Planning Act, no 3 of 2014 (LUPA) and the Saldanha Bay Municipality Land Use Planning By-law provides the legislative framework for the utilisation of the two instruments.

Saldanha Bay Municipality currently exercises land use control in terms of five zoning schemes, four of which apply to municipal areas of jurisdiction which preceded the amalgamation of the former municipalities of Vredenburg-Saldanha, Langebaan, St Helena Bay and Hopefield into Saldanha Bay Municipality, and the fifth which apply to certain outlying rural areas and the former District Management Area of the West Coast National Park.



The zoning schemes are outdated and in dire need of replacement. The SPLUMA requires that a municipality adopt an integrated zoning scheme for its entire area within 5 years from the date of commencement of that act. Saldanha Bay Municipality is already in the process of compilation of its Integrated Zoning Scheme (IZS) with finalisation and approval thereof anticipated in 2017.

The zoning schemes is further supported by policies regulating specific land use aspects e.g. a policy on trading from residential properties, as well as special development control measures such as architectural guidelines to establish a specific character for a development. The municipal area and specifically the towns in the area are in dire need of regulatory measures to, in some cases, facilitate the establishment of a definitive township character and, in other cases, preserve the existing character. The compilation and approval of policies with special development control measures has thus been identified as a priority and the following projects are to be budgeted for:

- The compilation of an advertising and signage policy for the municipal area to determine standardisation guidelines and main localities for combined advertising facilities – R200 000
- The compilation of a policy on the establishment of holiday- and short term accommodation facilities – R75 000
- The revision of specific architectural guidelines in cases where home owners associations are lacking – R150 000

6.3 PROVINCIAL INITIATIVES

The Western Cape Department of Environmental Affairs and Development Planning (DEADP) together with a number of other spheres of government and stakeholders, is currently undertaking a number of initiatives in the Greater Saldanha Region with a primary focus on the municipal area, premised on the fact that the area is seen as a key economic growth point for the Western Cape Province.

The following highlights some of the initiatives which has direct impact on the municipality.

6.3.1 Greater Saldanha Bay Inter-Governmental Task Team

The Greater Saldanha Bay Inter-Governmental Task Team (GSB IGTT) was established in 2014, with the express purpose of enabling co-operative governance for a coherent and co-ordinated inter-governmental approach to addressing the environmental quality concerns in

Langebaan Lagoon, Saldanha Bay and environs. In order to achieve these aims, the members of the IGTT are drawn from a range of government departments and public entities, from all three spheres of government. A non-governmental stakeholder forum, consisting of representatives from organised civil society, was also established as a way of reporting progress made by the IGTT.

The GSB IGTT is coordinated by DEADP, chaired by the Head of the Department and meetings are held on a quarterly basis.

6.3.2 SBM – Western Cape Government Inter-Governmental IDP Support

The Saldanha Bay Municipality – Western Cape Government Inter-Governmental Integrated Development Plan Support (SBM - WCG IDP Support) workstream was established in June 2015. The SBM-WCG IDP Support is an inter-governmental platform between the Western Cape Government's sector Departments and the Municipality, which aims to facilitate strategic engagement and to create a process for collective decision-making on programme and project prioritisation across sectors and spheres of government, both for the short- and long-term.

In order to ensure integrated service delivery, planning, budgeting and implementation, a Governance Model at both a political and administrative level was established. It includes Local Government and relevant Provincial Government Departments. National Government and State-Owned Entities who are included on specific matters relating to mandates and responsibilities as and when required.

The Head of the Department at DEADP is the designated Chairperson of the Joint Executive Steering Committee, which meets bi-monthly and consists of the relevant Provincial Heads of Department and the (Acting) Saldanha Bay Municipal Manager.

6.3.3 Greater Saldanha Regional Spatial Implementation Framework

The Western Cape Land Use Planning Act, 2014 (Act 3 of 2014) ("LUPA") makes provision for the Provincial Department responsible for development planning to draft a regional framework to:

- Provide a spatial vision that strives to balance economic, social and environmental considerations;
- Promote rational and predictable land use planning;
- Facilitate the coordination, integration and alignment of provincial and municipal land use planning policy; and
- Address specific economic, social, natural or unique features.

In addition to the above, during 2015, there was a process known as the Joint Planning Initiative (JPI) between the Western Cape Government (WCG) and all the local authorities in the Province, which resulted in a set of priorities being jointly agreed upon between the two spheres of government. The West Coast district-wide issues that were extrapolated from the key priorities resulted in the collective agreement that the Greater Saldanha Regional Spatial Implementation Framework (GS RSIF) needed to be drafted.

The aim of the GS RSIF is to bring key strategic regional issues together in a single implementation framework, to avoid duplication and to enhance the effectiveness and efficiency of government. The GS RSIF will be geared towards providing an accurate picture of 'what is' (current status), 'what will be' (planned government spending and projects), as well as the concept of 'what could be' (vision) for the results.

As part of this regional planning process, the intention is also to formulate a strategic regional biodiversity off-set strategy, to enhance industrial development in the back of the Saldanha Port area.

6.3.4 Greater Saldanha Regional Spatial Implementation Framework

DEADP commissioned the compilation of the Greater Saldanha Environmental Management Framework (GS EMF), which was supported by the National Minister of Environmental Affairs and resulted in a draft document which was published for public comment in March 2015.

The GS EMF is being revised and updated as part of the GS RSIF referred to above and is intended to be adopted as part of the SBM SDF in terms of the Local Government Municipal Systems Act, 2000.

6.3.5 Saldanha Bay Municipal Spatial Development Framework Review

The Municipality is in the process of reviewing the Municipal Spatial Development Framework. Through the Western Cape Government's Built Environment Support Programme (BESP), which is a joint initiative of the Provincial Departments of Environmental Affairs & Development Planning and Human Settlements, the Municipality was provided with funding to compile a Municipal Human Settlement Plan. The two Provincial Departments will strive to ensure that the Human Settlement Plan and the SDF align with one-another. DEADP also made funds available to the Municipality to assist with the updating of the SDF.

The Provincial Department of Local Government embarked on the compilation of an Infrastructure Growth Plan, which assists with the identification of gaps between the current state of infrastructure and future requirements and sets out a plan of action to bridge those gaps. This plan will be incorporated into the SDF.

6.3.6 Inter-Governmental Task Team Strategic Environmental Assessment

The National Department of Environmental Affairs and DEADP have agreed to prepare an Inter-Governmental Task Team Strategic Environmental Assessment (IGTT SEA), using the GS IGTT as the facilitation and coordination platform. The purpose of the Strategic Environmental Assessment will be to establish thresholds for air quality, marine water pollution, groundwater pollution and abstraction, and biodiversity for the sustainable development of the Greater Saldanha Bay Area.

6.5 NATIONAL INITIATIVES

6.5.1 Oceans Economy – Small Harbours and Coastline Delivery

The objectives of Operation Phakisa and the believes that it provides a foundation for long term small harbour developments is supported in order to develop the socio-economic potential of the Saldanha, Pepper Bay and St Helena Bay harbours.

However, it is equally important to establish appropriate structures and an institutional framework that recognises the executive and/or legislative mandates of the different spheres of government

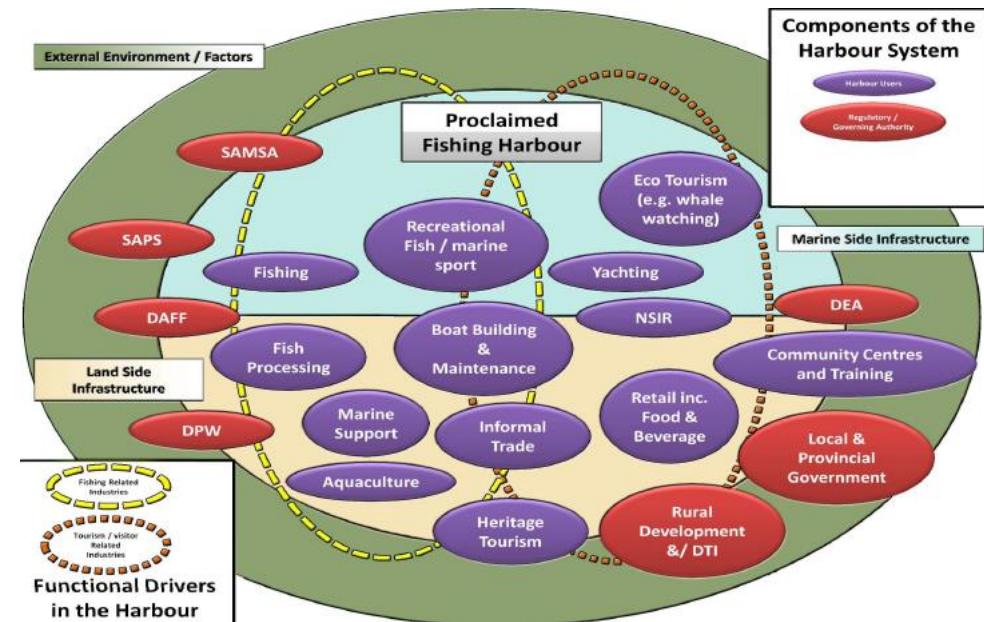
In effect a proclaimed harbour is a place which encompasses and could continue to encompass a variety of the diverse characteristics which can be illustrated as follow:

Given the complex nature of the harbours, as is evident from the diverse functions which harbours play and the variety of role players involved, all with their own deviating needs and objectives, it should first and foremost be agreed that the harbours serve to be public assets.

For each of the Proclaimed Fishing Harbours it is put forward that development should be phased in line with the backcasting approach to future development of the harbours, where development is prioritised to achieve the quick wins in terms of improving the situation of the harbours while allowing flexibility to accommodate future demands. In order to make informed decisions regarding the future development of the fishing harbours it is important to consider the financial and economic impacts which are associated with the proposed changes and investments which would be made for the harbours' development.

The National Department of Public Works (NDPW) with its partners in the Department of Agriculture, Forestry and Fisheries (DAFF) and the National Treasury recognised that in order to unlock the social and economic benefits of each of the harbours, Spatial and Economic Development Frameworks (SEDFs) for each of the Proclaimed Fishing Harbours are required.

Delta BEC was appointed by NDPW to prepare detailed SEDFs for each of the fishing harbours. The preparation of the SEDFs follows on from and responds to previous studies undertaken, namely the transitional harbour management project (2008), conducted by Ernst and Young for the then Department of Environment and Tourism, and the study on the economic and socio-economic state and growth prospects of the 12 Proclaimed Fishing Harbours in the Western Cape (2012), conducted by Kaiser EDP for the Department of the Premier, Western Cape Provincial Government. Full Spatial and Economic Development Frameworks (SEDFs) have been developed for the (1) Saldanha; (2) Peper Bay (saldanha) and (3) St Helena Bay proclaimed small harbours within the SBM area for which development proposals will be considered on the relevant and appropriate balanced strategies.



CHAPTER 7: SPATIAL DEVELOPMENT FRAMEWORK

Section 26 of the MSA identifies a municipal Spatial Development Framework (SDF) as a core component of an IDP. According to the MSA the purpose of a SDF is to provide general direction to guide decision making on an ongoing basis with the aim of creating integrated and sustainable regions, cities, towns and residential areas.

7.1 SDF CONTEXT

At a national scale the National Development Plan (NDP) sets the country's strategic direction. The provinces are responsible for preparing Growth and Development Strategies (GDS) that are aligned with the NDP, as well as Provincial Spatial Development Frameworks (PSDF) to give spatial expression to the GDS and align municipal planning in the province. Delivery takes place at the municipal level through the IDP which provides strategic direction and align the efforts of all government spheres. The Municipal SDF, in turn, serves to give spatial direction to the IDP and provide a spatial agenda for the different sector plans such as the Human Settlement Plan, Infrastructure Growth Plan, etc.

7.2 LEGISLATIVE FRAMEWORK

The SDF was approved in 2011 in terms of the MSA. Since then significant legislative changes have occurred in the planning regime with the promulgation of the National Spatial Planning and Land Use Management Act, no 16 of 2013 (SPLUMA), the Western Cape Land Use Planning Act, no 3 of 2014 (LUPA) and the Saldanha Bay Municipality Land Use Planning By-law. This new legislation now gives the legal directive for the compilation of a SDF and has made provision for very specific measures according to which SDF's should be drafted and also for greater clarity on the aspects they should address.

As a core component of an IDP the revision of a SDF is linked to the cycle of the IDP and thus the compilation of a new SDF is required every 5 years. The current Saldanha Bay SDF as approved by the Council in 2011 is thus due for a full revision for alignment with this IDP. The compilation of a new SDF has already been initiated and is expected to be finalised during the course of 2017/2018.

The new SDF for the municipality will have to reflect legal compliance to the requirements of SPLUMA, LUPA and the Saldanha Bay Municipality Land Use Planning By-law. It is important to note that the municipality is also in the process of compiling an IZS for its area of jurisdiction; compilation of this document will serve to align land use management and development control measures with the spatial proposals and strategic direction of the new SDF.

7.3 COMPONENTS

The SDF makes provision for the following:

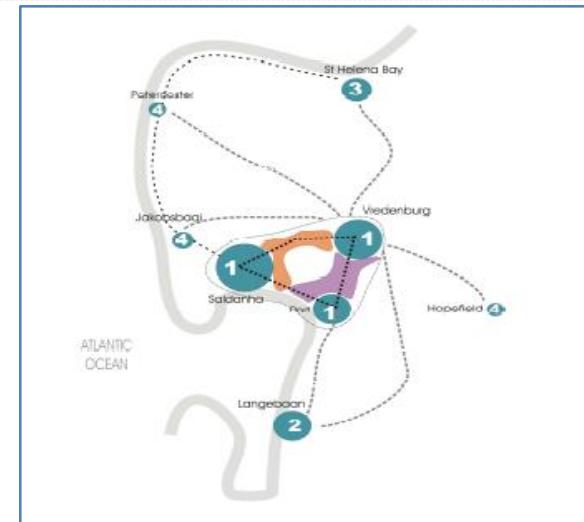
- a spatial analyses of the municipal area identifying trends and issues.
- localised spatial development principles, and
- maps that indicate the spatial objectives and strategies which are sufficiently specific to inform land management and investment decisions.

7.4 SPATIAL MANAGEMENT CONCEPT

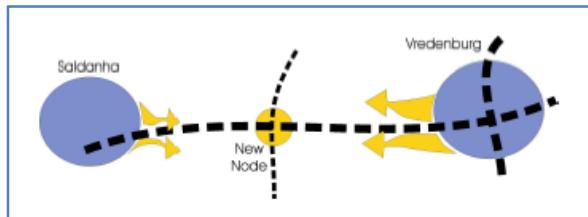
The 2011 SDF promotes an overall spatial management concept where significant predicted growth in the towns of Vredenburg and Saldanha and the Saldanha Port are focused inward along corridors in order to lead to the establishment of a consolidated, major growth centre.

It is envisaged that the development nodes of Vredenburg, Saldanha and the Saldanha Port area will over time grow together into a combined metropolitan area. Areas of intermediate predicted growth such as Langebaan and St Helena Bay will play a regional role in supporting the mentioned major growth centre. Areas of limited predicted growth such as Paternoster, Hopefield and Jacobsbaai are advocated for retention of their status quo, with protection of their natural and historical heritage.

The “backbone” of the major growth centre mentioned above is the growth corridors envisaged for the Vredenburg-Saldanha link and Saldanha Port-Vredenburg link.



On the Vredenburg-Saldanha link the establishment of an urban activity corridor is promoted that must support mobility as well as accessibility, as well as higher densities and mixed land uses and the establishment of activity nodes. The intersection of the Saldanha Road and Trunk Road 85 is envisaged to develop as a fully fledged node.



The Saldanha Port-Vredenburg link have been spatially created by the designation of the industrial development corridor between the two areas, conceptually aligned along the R27 and east-west railway to Vredenburg. This area represents the proposed “economic engine” of the municipal area, making provision for the future development of expansive industrial uses. Within this area two developments, i.e. the Port and the IDZ are catalysts for further industrial development. The SDF recognises that in the case of both envisaged linkages the provision of service infrastructure is a key public investment required to unlock development potential.

The SDF proceeds to provide spatial development strategies for each of the towns within the municipal area. These strategies are more localised in nature and serve to address the future growth and development of each town in more detail. The overarching and localised spatial strategies also serve to provide the basis for coordinated land use management in the municipal area as a whole and each town individually, providing guidance as to the desired direction of growth as well as the desired nature of uses to be accommodated.

The SDF identifies Vredenburg and Saldanha as areas of major growth with Vredenburg as the primary service and administrative centre and Saldanha as a multi-functional commercial and industrial area. Langebaan and St Helena Bay are identified as areas of intermediate growth with tourism as the primary economic driver and limited potential for industrial development. Paternoster, Jacobsbaai and Hopefield are identified as areas of limited growth with Paternoster and Jacobsbaai having a tourism function and Hopefield as a rural service centre.

7.5 LOWER LEVEL PLANNING FRAMEWORKS

In 2014 consultants were appointed by the Department of Rural Development and Land Reform (DRDLR) to undertake the drafting of a Local Area Plan (LAP) for precincts within the town of Saldanha. The LAP dealt with four precincts; (a) the Central Business District (CBD), (b) Hoedjiesbaikoppie, (c) White City and (d) Diazville and Middelpos. The key objective of the LAP was to improve integration between these

suburbs which are not only spatially separated from each other, but also socially and economically. The LAP was approved by Council in 2015 and included a number of project outcomes for implementation, for inclusion in the strategic prioritisation of projects for this IDP.

In 2013, a precinct planning study was undertaken for three areas in Langebaan namely, Oostewal Street, a section of Main Road north and south of Bree Street and a section of Langebaan north adjoining Jon Olafsson Road. The purpose of the study was to provide a detail planning and development strategy for each the areas with the aim to realise the inherent development potential of each area to ensure that the areas can grow in a functionally planned and aesthetic manner. The focus of the study was on urban placemaking, urban form and the integration of uses. The study has not yet been approved due to an inability to find consensus on certain aspects of the proposals for the Langebaan north section. The intent is for the revision of the SDF currently underway to provide guidance for finalisation of the proposals in order to allow subsequent approval of the precinct study.

7.6 PROCESS FOWARD

The new SDF will identify projects resulting from its spatial directives, which in turn will be taken up in the annual review of the IDP. The following priorities have been identified in the interim (approximate cost in brackets):

- The compilation of a precinct plan for the creation of a light industrial area on the eastern boundary of the existing Langebaan township – R250 000
- The compilation of an urban design framework for the proposed boardwalk along the Saldanha waterfront – R150 000
- The compilation of an urban design framework for the CBD of Vredenburg – R200 000
- The compilation of an urban design framework for the CBD of Saldanha – R200 000
- The compilation of an urban design framework for the CBD of Hopefield – R200 000
- The compilation of an urban design framework for the business districts of St Helena Bay – R200 000
- The compilation of neighbourhood development plans for rapid development areas (RPA's) to be identified in the new SDF - (cost to be determined based on outcome of the SDF; for inclusion in revision of the IDP)

CHAPTER 8: DISASTER MANAGEMENT PLAN

The Disaster Management Plan is to be seen as an information guide to the relevant role players. It shall advise the role players how to lead in case of a disaster to prevent or at least mitigate negative effects on the Greater Saldanha Bay Municipal area. In terms of Section 53 (1) of the Disaster Management Act, 57 of 2005 each municipality must:

- prepare a disaster management plan for its area according to the circumstances prevailing in the area;
- co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players; and
- regularly review and update its plan; and through appropriate mechanisms, processes and procedure established in terms of Chapter 4 of the Local Government Systems Act, 2000 (Act No. 32 of 2000), consult the local community on the preparation or amendment of its plan.

The disaster management plan must also form an integral part of a municipality's IDP.

8.1 LEGISLATIVE FRAMEWORK

The term “disaster as described by the Disaster Management Act means a **progressive or sudden, widespread or localised, natural or human-caused occurrence which caused or threatens to cause** –

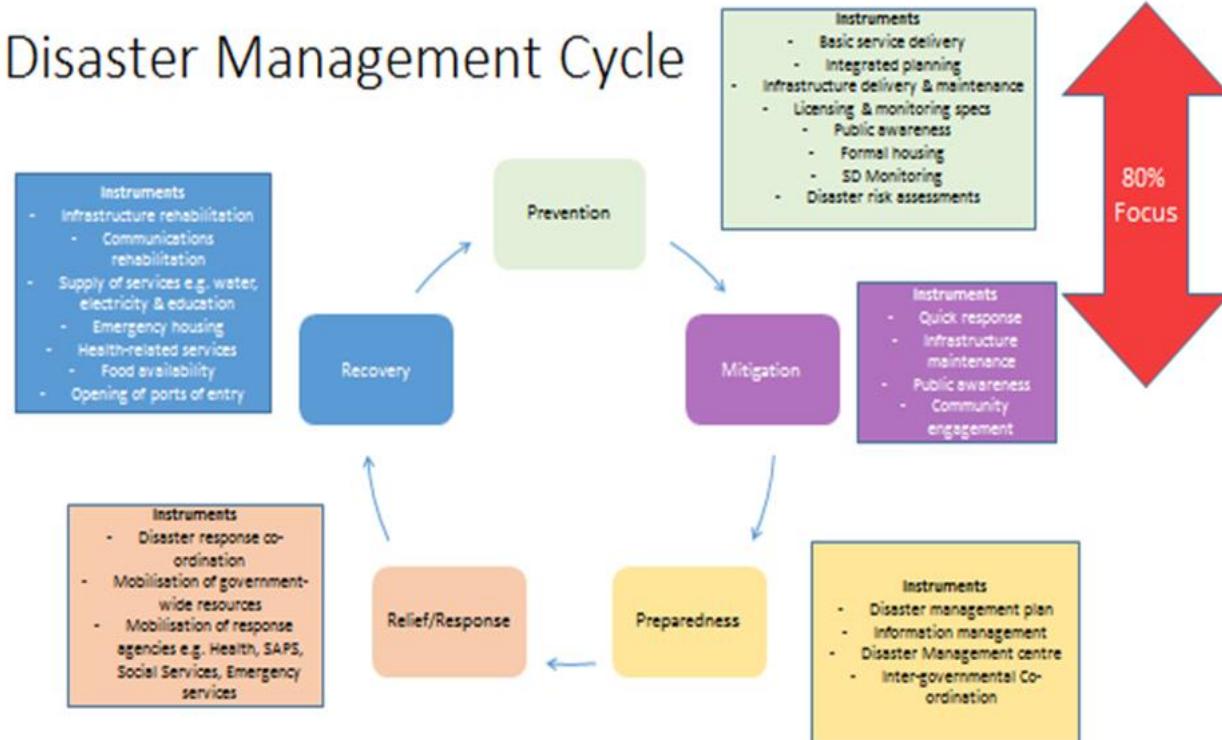
- Death, injury or diseases
- Damage to property, infrastructure or the environment; or
- Disruption of the life of a community

Section 1 of the Disaster Management Act, No. 57 of 2002 defines “disaster management” as “*a continuous and integrated multi-sectoral, multi-disciplinary process of planning and implementation of measures aimed at* –

- (a) *Prevention or reducing the risks of disaster;*
- (b) *Mitigation the severity or consequences of disasters;*
- (c) *Emergency preparedness;*
- (d) *A rapid response and effective response to disasters; and* 291 (e) *Post-disaster recovery, and rehabilitation*”.

The purpose of the Saldanha Bay Disaster Management Plan is to ensure Saldanha Bay Municipality is operationally prepared for any eventuality in the case of a disaster. Furthermore the plan is to ensure that all available resources and equipment as to gain control of an emergency situation that poses a real threat to human life, property, equipment and the environment are effectively utilised. In terms of section 41(1) (b) of the Constitution, all spheres of Government are required to “secure the well-being of the people of the Republic”. Section 152(1)(d) specifically requires local government to “promote a safe and healthy environment”. Section 26(g) of the Municipal Systems Act, No. 32 of 2000 stipulates that a disaster management plan must be reflected in the Municipality’s Integrated Development Plan (IDP). Sections 52 and 53 of the Disaster Management Act, No. 57 of 2002 also requires of each municipality and municipal entity to prepare a Disaster Management Plan. Refer to diagram of disaster Management Cycle.

Disaster Management Cycle



Saldanha Bay Local Municipality is an important part of the economic growth area of the West Coast District. It has an expanding population on account of immigration from other parts of the country, bringing a dynamic mix of skills and cultures to the area. With growing populations however being lower-skilled migrants in search of jobs, the area is facing an increasing unemployment problem. This, together with relatively high percentages of households with no or inconsistent income, creates several social challenges. The natural environment and its resources of

the area are sensitive and susceptible to over-exploitation or inappropriate use. This environment includes natural ecosystems and habitats that are of global importance.

SBM also recognises that if the objective of achieving sustainable development in the area is to be realised, a concerted effort is required to reduce recurrent disaster risks in its area. This can only be achieved by:

- Creating resilience amongst its people and its infrastructure;
- Strengthening capacity to anticipate significant events and disasters; and
- Improving the management of such events in order to limit the effects wherever possible.

It also requires the development and implementation of appropriate risk reduction methodologies and the integration of such methodologies into development plans, programmes and initiatives as well as the management of high risk developments.

The Saldanha Bay Disaster Management Plan was prepared and executed in line with the Disaster Management Frameworks. The National, Western Cape and West Coast District Municipal disaster management frameworks guided the development of this plan and will guide any future versions or reviews.

8.2 INSTITUTIONAL ARRANGEMENTS

8.2.1 Nodal Point For Disaster Management

Shared Responsibility for reducing disaster risk, preparing for disaster, and responding to disaster is shared among:

- Saldanha Bay Mayoral committee and SBM management;
- All departments and employees of the Saldanha Bay Municipality;
- All departments and employees of the West Coast District Municipality;
- Neighbouring local municipalities within the West Coast District;
- All provincial and national organs of state operating within the borders of Saldanha Bay ;
- All sectors of society within the municipality;
- All the residents of the Saldanha

However, the Manager: Traffic and Law Enforcement of the Saldanha bay (operating as the Disaster Manager), is responsible to direct and facilitate the disaster risk management process. It should be noted that disaster management is not a line function, but a advisory coordination function. Therefore, it is required that each directorate assigns an official or section within the directorate to be the nodal point for disaster management activities in that particular department. Director of each directorate is assigned this responsibility.

8.2.2 Corporate Disaster Risk Management Structure

The Corporate Disaster Management structure for the Saldanha Bay municipality deals with both pro-active and reactive disaster management issues and encompasses more than the department which is responsible for the function.

8.2.3 SBM/West Coast Disaster Management Centre

Saldanha Bay Municipality consults with and operates in close collaboration with the West Coast District Management Centre in Morreesburg with aim to prevent or reduce the risk of disasters, mitigate the severity or consequences of disasters, prepare for emergencies, respond rapidly and effectively to disasters and to implement post –disaster recovery and rehabilitation within the municipality by monitoring, integrating, coordinating and directing risk management activities of all role players.

8.2.4 Municipal Disaster Management Advisory Forum

Saldanha Bay Municipality will establish its own disaster management advisory forum to coordinate strategic issues related to disaster. The forum will comprise of the following functionaries:

Internal to the municipality	External entities
Municipal Manager	West Coast Disaster Management Centre
Manager: Internal Audit	PG:WC Disaster Management Centre
Director Financial Services	PG:WC Emergency Medical Services
Director Corporate Services (who will act as chairperson of this forum)	PG:WC Traffic Control
Director Engineering and Planning Services	PG:WC Social Services

Internal to the municipality	External entities
Director Community and Operational Services	South African Police Service (SAPS)
Executive Mayor	
Manager: Traffic and Law Enforcement Services	
Manager: SBM Health and Safety	
Senior Manager: SBM Enterprise Risk	

* Representation may be adjusted by the Forum in accordance with the identified risks to the Saldanha Bay which are being dealt with over a particular period

8.3 RISK ASSESSMENT

The Disaster Management Act (Act No. 57 of 2002) and National Disaster Management Framework assigns responsibility for hazard monitoring and risk mapping (“disaster risk assessment”) exhaustively to all spheres of government and all relevant organs of state within each sphere. The Disaster Risk Assessment for SBLM was undertaken with the aim of providing relevant disaster risk management and municipal role-players with a current and user-friendly document which will assist in implementing disaster risk reduction by focusing on pertinent risks in the SBLM.

The Disaster Management Act (57 of 2002) recognises the wide-ranging opportunities in South Africa to avoid and reduce disaster losses through the concerted energies and efforts of all spheres of government, civil society and the private sector. However, it also acknowledges the crucial need for uniformity in the approach taken by such a diversity of role players and partners.

A checklist of twelve criteria was developed by WCDMC as part of the standardised methodology for updating DRA’s. All DRA’s in the Western Cape Province has to conform to this standard. The risk of a disaster changes seasonally and over time, thus the intention is that the provincial risk profile can be easily evaluated and updated by a coherent and transparent process. Subsequently this report also conforms to the uniform provincial reporting format.

The standardised DRA methodology consists of two components: Scientific based DRA and Community based DRA.

Firstly, the scientific research method comprises extensive desktop research, reviewing and analysing relevant and existing studies, and consultation with relevant district and provincial department stakeholders and hazard specialists. For the purpose of this project, the scientific methodology will analyse the current DRA in conjunction with the review document of 2011/2012 while addressing ten of the ten of the twelve points of the evaluation checklist (see Table I below)

Subheadings as applied in the DRA	
1.	<i>Early Warning Signals:</i> Does the assessment <i>identify and analyse</i> the potential hazard and or threat?
2.	<i>Hazard Frequency:</i> Does the assessment indicate <i>how frequently</i> the hazard can occur?
3.	<i>Areas, communities or households most at risk:</i> Does assessment clearly indicate <i>which areas, communities or households are most at risk?</i>
4.	<i>Likely impacts of hazard:</i> Does the assessment indicate the <i>likely impacts</i> on areas, communities or households?
5.	<i>Level of risk for different situations and conditions (seasonality):</i> Does the assessment determine the <i>level of risk for different situations and conditions?</i>
6.	<i>Conditions of vulnerability that increase the severity of the hazard:</i> Does the assessment analyse the conditions of vulnerability that increase the possibility of loss for particular elements at risk?
7.	<i>Capabilities or resources that exist to manage the risk:</i> Does the assessment analyse the <i>capabilities or resources available to manage the risk?</i>
8.	<i>Risk increasing or decreasing in the said area:</i> Does the assessment indicate whether the <i>risk is becoming more serious?</i>
9.	<i>Primary impact on development progress in the areas, communities or households affected by risk:</i> Does the assessment indicate the <i>impact/influence the risk has on development in the identified areas?</i>
10.	<i>Secondary impacts on development progress in the areas, communities or households affected by risk.</i>

Secondly, the community based research method was facilitated in the form of four one-day focus-group workshops with local role-players and the SBLM community members, as a structured process of quantifying the relevant risks in the municipal area. Furthermore facilitating workshops with local role-players is aligned with the Act's intent to increase local capacity so as to minimise the risk and impact of disasters. Role-players who was involved in the workshops included (1) representatives from government and non-government agencies; (2) local community leaders; and (3) local communities.

This report supports the need for communities and local authorities to be empowered to manage and reduce disaster risk by having access to the necessary information, resources and the authority to implement actions. This all-inclusive approach will contribute to understand problems at grassroots level, where they come from (their underlying causes) and to systematically look at the resources available to address risk reduction.

The data collected from these two methods was integrated to consolidate the results whilst spatial information was amalgamated into a holistic map locating the high risk areas of the SBLM. The spatially-referenced maps strengthen the risk profile of the SBLM in providing reasons why particular communities, areas or infrastructure may be affected differently and where they are located.



The 2015/16 Disaster Risk Assessment indicated that the risk as being of most concern for the SBM to be (1) Veld fires (2) Structural Fires (3) Major Hazardous Installations (MHI's) and (4) Social conflicts

Below in a table are the priority hazards identified during 2006 and 2016 Disaster Risk Assessment (DRA) conducted by the West Coast District (including Saldanha Bay) as well as Saldanha Bay Municipality Disaster Risk Assessment conducted 2016:

PRIORITY HAZARDS	2006 RISK ASSESSMENT	2012 RISK ASSESSMENT	2016 RISK ASSESSMENT
Drought	African Horse Sickness	Seismic hazards	Climate Change / Drought / Severe Storms / Storm Surges
HAZMAT: Road, Rail	Municipal elections	Sand-dune migration	Regional Sea-level rise
Fire	Newcastle disease	Shoreline erosion (coastal erosion)	Heat Wave / Floods / Coastal Erosion
Storm Surges	Renewable energy sources i.e. wind farms	Dam failure	Human Disease / Animal Disease
Floods	Rift Valley Fever	National Key Points	Veld and Vegetation fires

PRIORITY HAZARDS	2006 RISK ASSESSMENT	2012 RISK ASSESSMENT	2016 RISK ASSESSMENT
Severe Winds	Social conflict	Nuclear event: Koeberg Power Station	Structural fires
Road Accidents	Urbanization (Saldanha Bay and Malmesbury)		Major Hazardous installations
Animal diseases			Electricity disruptions
Harmful algal blooms			Disruption in Waste water management
Human disease			Disruption in Water Supply
			Social conflict
			Air and ground pollution
			Harmful Algul bloom

From the above table Major Hazardous Installation (MHI's) and Climate Change was highlighted as risk of major concern.

8.4 RISK REDUCTION

Risk reduction involves implementing measures that will save lives; lessen personal injury; reduce property losses; as well as, reduce the adverse consequences of hazards to economic activities and social institutions. Risk reduction measures are included in the budgeted projects which are funded in the Saldanha Bay operating and capital budgets.

Where there are other measures that falls outside the mandate of the municipality, the municipality will lobby and motivate the need for the project in the correct governmental or societal sector.

8.5 RESPONSE AND RECOVERY

During response and recovery operations the relevant disaster preparedness plans of the municipality will be executed by the disaster management structures. Contingency plans for the following eminent identified risks in the Saldanha Bay Municipal area were developed and will form an integral part of the disaster management response plans:

FIRE

Mountain and Veld fires, fires in informal areas as well as backyard dwelling fires form the general basis of fires in accordance with fire statistics. Integrate disaster risk reduction activities into the day-to-day planning and operations of DM include various awareness campaigns. Attached is contingency plan for fire.

DROUGHT

A drought occurs when there is a deficiency in rainfall or other forms of precipitation for an extended period of time. This effects run-off, soil moisture levels, dam levels, food production and ultimately the ability to supply potable water and to maintain the natural ecology of a particular area.

FLOODS/STORM

A flood is the temporary inundation of normally dry land areas resulting from the overflowing of the natural or artificial confines of a river or other body of water, including groundwater. Flash floods are caused by heavy or excessive rainfall in a short period of time, generally less than 6 hours. Flash floods are usually characterized by raging torrents after heavy rains that rip through river beds, urban streets, or mountain canyons sweeping everything before them. They can occur within minutes or a few hours of excessive rainfall. They can also occur even if no rain has fallen, for instance after a levee or dam has failed, or after a sudden release of water by a debris or ice jam (the latter in colder climates) The basic cause of most river floods is excessive rainfall which causes significant elevations in river levels. The effect of elevated water levels is the inundation of low lying river floodplain areas.

Also severe storms are atmospheric disturbances usually characterised by strong winds, with rain, flash flooding, hail, thunder and lightning, in various combinations. This includes unusual weather disturbances such as tornadoes, hurricanes, flash flooding or waterspouts.

Severe storms are localised events, usually affecting smaller areas than tropical cyclones and floods, so their devastating impact is often underestimated. The speed and direction of wind is determined by atmospheric pressure and weather systems in a particular area

Contingency plans for both floods and Storms is combined and will be considered to be separated in future.

HAZARDOUS MATERIAL

A hazardous material is any item or agent (biological, chemical, and physical) which has the potential to cause harm to humans, animals, or the environment, either on its own or through interaction with other materials or aggravating factors.

Spillage of hazardous materials on roads, rails or at sea may result in death or injury due to contact with toxic substances, fumes or vapours emitted, explosions and/or fires. Where spillage occurs in environmental sensitive areas, it can result in destruction of vegetation, damage crops along the transport route and contaminate rivers, dams and estuaries, etc.

The following Projects have been identified for consideration during the IDP and Budgetary Process:

PROJECT	AMOUNT	CAPEX	OPEX
Disaster Management Ward based Risk Assessment	R250 000		
Public Awareness and Training	R100 000		
Annual International Disaster Risk Reduction (13 October)	R 30 000		
Disaster Relief : Assistance in Grant in Aid	R 28 200		Yes
Temporal Structures : Housing Disaster	R140 000		Yes
Awareness : Mascot	R 40 000		
Awareness : Fold up tables	R 3 000		
Awareness : Camping Chairs	R 2 000		
Gazebo	R 30 000		

The below Disaster Risk Management has been document with response strategies:

Likely types of disaster	Specific location or communities at risk	Prevention and mitigation strategies
1. Floods	<ul style="list-style-type: none"> The community of the informal settlement Middelpos, in Saldanha Bay, are exposed to floods due to structures that are built in low-lying areas with insufficient drainage; The urban poor; Seasonal/migrant workers; Other low-lying areas with insufficient drainage; Floodplains of watercourses or areas above major underground infrastructure; Areas situated next to stormwater detention/retention pondsⁱ; and Low lying mountainous areas that have recently burned, results in higher runoff and higher possibility for mudflows. 	<ul style="list-style-type: none"> Risk assessments, to quantify the damage are conducted by the DoA in close collaboration with Agri Western Cape that conducts it through its farmer societiesⁱⁱ. Construction of flood resistant houses raised above the ground. Construction of raised food storage (granaries) facilities. Building of dams and reservoirs, dikes and levees, dongas and gully' retaining ponds, flood channels, and flood walls may assist to reduce flooding. Warnings issued timeously from SAWS. Good collaboration and communication of pre-warnings between stakeholders in the West Cape Province: The Provincial Disaster Management Centre; WCDM, the Department of Agriculture, SAWS and the Department of Water Affairsⁱⁱⁱ. WCDMC monitors for the likelihood of heavy rain and cold weather. Communities in the district are alerted to the danger of flooding and the public is advised of temporary closure of certain mountain passes. Subsequently all disaster management officials will be placed on standby and high alert for a specific duration of time.
2. FIRES -Structural	<ul style="list-style-type: none"> In terms of accessibility, households that are located far from access roads or far from the Fire Station are at greater risk; 	<ul style="list-style-type: none"> Saldanha Bay Fire department located in Vredenburg

Likely types of disaster	Specific location or communities at risk	Prevention and mitigation strategies
	<ul style="list-style-type: none"> Commercial premises and industrial areas where extensive use is being made of heat-sources or flammable liquids and gasses; Communities living adjacent to open spaces especially those living in Informal structures, as they are generally considered to be substantial fuel sources. The structures are usually located very close together or in back yards. The close location of structures in backyard dwellings increases the risk and exacerbates the spread of the fire from one unit to another. Informal settlements where open fires are used as heat sources. Informal structures mostly do not comply with the planned environment or with building regulations, and are typically constructed with corrugated iron sheets, or of any other type of flammable material. Household that have illegal electrical connections. Density of settlement particularly. This is of particular concern within informal settlements where dwelling units are very close to each other and constructed with poor, highly flammable building materials. The degree of urbanisation increases the risk of structural fires as these people usually settle themselves as backyard dwellers 	<ul style="list-style-type: none"> During the period 1 December to 30 April annually aerial fire support is also available on district-wide level. The WCDMC embarks on annual flood and fire awareness campaigns at primary school level throughout the province.

Likely types of disaster	Specific location or communities at risk	Prevention and mitigation strategies
3. Drought	<p>The already tightening water supply situation is vulnerable to periodic drought. Especially vulnerable groups in the SBLM include:</p> <ul style="list-style-type: none"> • Farmers (smallholders and commercial) • The urban poor's vulnerability will increase due to rising food prices; • Casual farm labourers can potentially face longer periods of unemployment^{iv}. • Emerging farmers who may have limited capacity, resources and skills to adapt to and withstand economic pressures. • Those that are already under economic stress economically as a result of land degradation, loss of biodiversity, and those at (or close to) the threshold of their climate tolerance. • Agri-businesses that is dependent on the export market. 	<ul style="list-style-type: none"> • SBM will inform all community members of resulting water shortages by means of inserting warnings with their water and electricity bills. • Currently the DoA in collaboration with Agri Western Cape supports struggling farmers with drought schemes and animal feed donations. • SBM assists the DoA in this regard. • The DoA issues early warning information (National Agrometeorological Committee (NAC) monthly advisories) and daily extreme weather warnings including precautionary measures for different hazards. • The DoA embarked on awareness campaigns on the understanding, interpreting and usage of weather and climate information to teach and inform agricultural producers to mitigate the impacts of natural hazards. • Farmer's information days will also used to disseminate disaster risk information for avoidance, prevention, reduction and mitigation of disasters. • SAWS seasonal forecasts. • The Climate Change Adaptation Strategy was developed in 2012/13 financial year and aims to mitigate climate change and its associate impacts. • The Environmental Impact Assessment for the desalination plant is currently underway and partial funding was received from the Regional Bulk Infrastructure Grant (RBIG).

Likely types of disaster	Specific location or communities at risk	Prevention and mitigation strategies
4. Storms Surges	<p>Built-up areas, services and infrastructure that are close to the sea are at risk. These include but are not limited to:</p> <ul style="list-style-type: none"> • Langebaan (estuary & point); • Saldanha Bay & Danger Bay (in terms of swell direction); <p>Langebaan is of particular concern as water is funnelled up estuaries, raising the normal tide.</p> <p>The livelihoods of fishing communities are affected when the swells are too high for them to go to sea or vessels are damaged by waves. If wave height exceeds 5 metres, fishermen won't be able to go out to sea and earn an income</p>	<ul style="list-style-type: none"> • The implementation of dolosse at the vulnerable areas on the Langebaan coast decreased the risk to storm surges. • Since the most dangerous time for any increased swell event will be during high tide, it is useful to note that the times and heights of tides for each year are published in advance by the Hydrographic office of the South African Navy. • NSRI have stations at Mykonos (Langebaan), as well as Yzerfontein, Lambert's Bay, and Melkbos, to assist with any rescue operations in the event of rough seas or damaging wave. • SAWS can predict wind direction and characteristics of approaching storms. • The following data set will also be used: <ul style="list-style-type: none"> ➢ Topography; ➢ Geology (from Council for Geoscience); ➢ Shore stability (historical data); ➢ Meteorological data (from SAWS); and ➢ Wave modelling data from the Council for Scientific and Industrial Research (CSIR). • The ICM Act plays an important role in establishing and coastal management lines for future coastal development.
5. MAJOR HAZARDOUS INSTALLATIONS	<ul style="list-style-type: none"> • Communities or commercial complexes in the immediate vicinity of Major Hazardous Installations 	<p>South African legislation on the handling storage and transport of hazardous materials includes:</p> <ul style="list-style-type: none"> • Hazardous Substances Act, 1973; • Occupational Health and Safety Act, 1993;

Likely types of disaster	Specific location or communities at risk	Prevention and mitigation strategies
		<ul style="list-style-type: none"> Major Hazardous Installations Regulations, 2007: The main purpose of the MHI Regulations is to protect the general public at large and in so doing by law the MHI facilities require a written safety policy; a hazard map; a process map; the establishment and maintenance of a functioning safety committee; reports of regular inspections; a Workplace Information Systems (WIS) including chemical registry; a Safety and Health Officer; a system of safety and health training for workers; an emergency evacuation system; a mitigation and containment strategy; clearly demarcated areas. <p>Notification of installation: In this MHI Regulation the employer is instructed to notify the three governing bodies namely the provincial office of the Department of Labour, the Chief Inspector and local government of existing, new and changes to MHIs;</p> <p>Risk assessment: It is the responsibility of the Chief Executive Officer of the installation to see to it that a risk assessment must be carried out by an Approved Inspection Authority (AIA). The risk assessment must be carried out on all existing MHIs, all new MHIs prior to their erection, and all modifications due to the change in procedures and capacity and at intervals not exceeding five years;</p> <p>On-site emergency plan: This MHI Regulation places a duty on the employer to draw up an on-site emergency plan and review it every three years in consultation with the safety representatives or committee and local</p>

Likely types of disaster	Specific location or communities at risk	Prevention and mitigation strategies
		<p>government to ensure the continuous safety of the workers and the public; and</p> <p>Reporting of risk and emergency occurrences: The employer must inform the Provincial Executive Manager of the Department of Labour, local government and the supplier of the substance responsible for the incident, about a major incident; an incident that brought the emergency plan into operation and near miss. This must be done within 24 hours and followed up with a report within 7 days. A register must be kept on all incidents and near misses and must be available on the premises.</p>

CHAPTER 9: STRATEGIC PRIORITISATION

Municipalities are responsible to deliver basic services to its communities at a standard that is acceptable to the community and as prescribed by national legislation, policies and directives. The municipal assets need to be maintained and in certain instances new assets need to be established to deliver to these requirements. Projects regarding the development and maintenance of assets are normally identified via infrastructure master planning, infrastructure development plans, maintenance plans and national programmes.

Secondly, the municipality during engagement with communities and key stakeholders faces requests for various projects and programmes to uplift and develop the communities. These requests are listed as part of the ward input.

The municipality hereafter need to find financial and other means to implement all the capital projects, programmes and the needs identified.

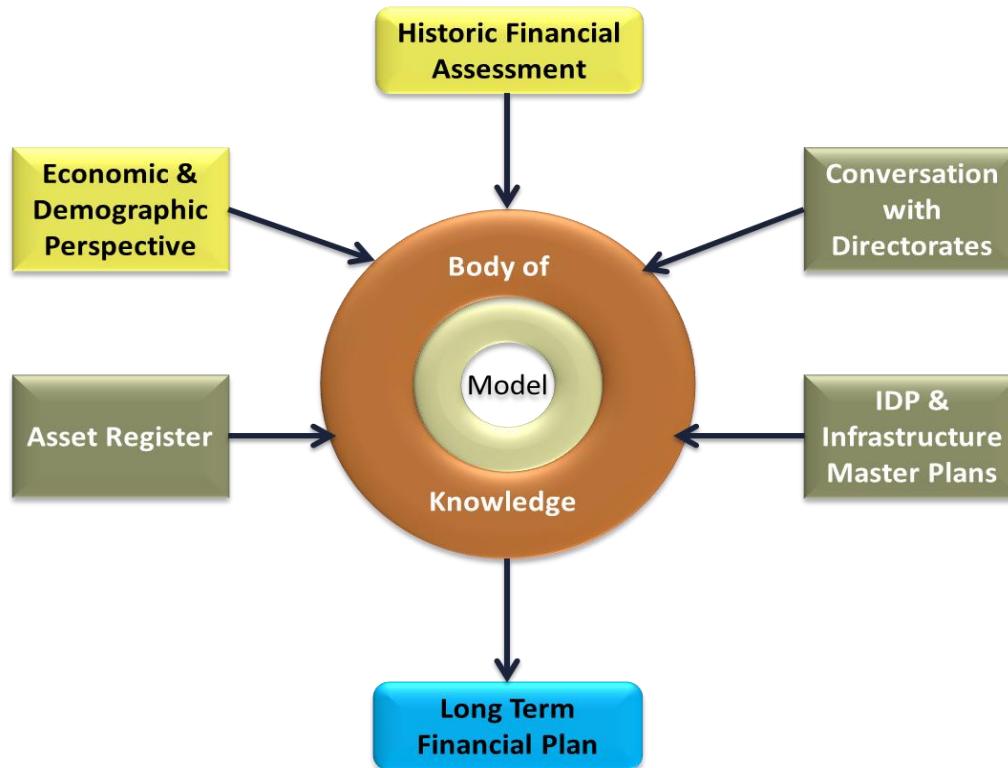
It is understandable that municipalities do not have access to sufficient resources and it is therefore crucial to prioritise the allocation of secured funding to ensure that at least “immediate issues” are addressed. Such a prioritisation process is necessary to ensure growth of the municipality and the municipal area as a whole but also to continue to delivering on its core service delivery mandate – which also depends to a large extent on the availability of capital - such as access to water, sanitation, electricity, refuse removal, roads, parks, community facilities, etc. It is also important to include priorities from communities at a ward level. The municipality therefore decided develop and adopt the prioritisation model as stated below.

Category	Priority
Statutory and legislative requirement project	1
Expenditure already committed through tender/ contract	2
Grant funded project	3
Project is basic service requirement (Roads and storm water, electricity, water, sanitation, and waste removal) and is partially grant funded	4
Project will enhance service delivery (Roads and storm water, electricity, water, sanitation, and waste removal)	5
High risk capital project (Health, safety etc.)	6
Essential services project	7
Economic stimulation project	8
Social development project	9
Desirable capital project	10
10% of budget to be allocated to tools of the trade and operational infrastructure	Separately prioritised

CHAPTER 10: FINANCIAL PLAN

The purpose of a long term financial plan is to recommend strategies and policies that will maximise the probability of the municipality’s financial sustainability into the future. This is achieved by predicting future cash flows and affordable capital expenditure based on the municipality’s historic performance and the environment in which it operates.

The plan provides guidelines, within the context of an uncertain future, of what the municipality can afford. The plan does not prescribe what the municipality should implement. The process followed in reaching the objective of the Long Term Financial Plan is illustrated in the diagram below:



The comparative advantage of Saldanha is its natural port, which provides the opportunity for manufacturing and export as well as oil and gas imports. Associated industries, such as rig repairs and energy generation from natural gas could also benefit from this activity. The development of the IDZ and associated industrial investments are increasing future development expectations of the region. There is however an acknowledgement that the development of the IDZ will be driven by international market forces.

In the past the regional economy was dominated by Agriculture and Fishing. However, a transformation of the economy has taken place over time, with the building of the port and with Saldanha Steel introducing the industrial era. The municipality recognises that the traditional skills in Agriculture and Fishing are available in the area and that the new sectors require new skills. It is therefore keen to promote a diversified economy with all the sectors mentioned being supported as well as the promotion of the Tourism sector.

The perceived view of exceptional growth and development as well as employment opportunities are contributing factors to the influx of people to the region as evidenced by the very high population growth figures.

This phenomenon will invariably lead to an increasing demand for municipal services, which may in turn require a larger human resource component in the municipality with the concomitant growth in expenditure on employee costs. The growth of population is expected to be proportionally more amongst the indigent groupings. The municipality will therefore find it difficult to recover cost increases from consumers in future and could be forced to adjust its level of service downwards to ensure sustainability.

The regional economy and the ability of households to pay for services delivered by the municipality, rates Saldanha Bay as a “High” risk. There is a high risk that the municipality will, due to the economy and demography, not be able to generate sufficient own revenue. This is a reflection of the current environment in which the municipality operates and not the management of SBM and also does not consider future structural changes that would improve the environment.

10.1 FINANCIAL OVERVIEW AND INVESTMENT OUTLOOK

The Treasury expects growth in the South African economy to be just 0.5% this year, 1.3% in 2018 and 2% in 2019. This forecast is supported by marginally higher global growth, stabilising commodity prices, greater reliability of the electricity network, more favourable weather conditions, recovering business and consumer confidence, and improved labour relations. This growth is still lower than the growth estimates for the world economy of 3.4% and 3.6% in 2017 and 2018 respectively.

The inflation outlook is expected to average 6.4% this year, 6.4% in 2017/18 and 5.7% in 2018/19.

The low economic growth, falling incomes of the lower and middle class and high unemployment rate will put pressure on our consumer's ability to pay for services. This will impact on the ability of the municipality to collect revenue on services and to keep expenditures within budgeted allocations. If there is no economic growth in our broader community, revenue will not increase and expenditure cannot be expanded.

National Treasury has urged municipality to prioritize spending on infrastructure. The summary per category of infrastructure projects over the MTREF is listed in the table below. Infrastructure projects comprise 64% of the total capital budget in 2017/18, 84% in 2018/19 and 84% in 2019/20.

The summary per category of infrastructure projects over the MTREF is listed in table below.

<u>Asset category</u>	<u>2016/17 Adjustment budget</u>	<u>2017/18 Budget</u>	<u>2018/19 Budget</u>	<u>2019/20 Budget</u>
Roads, Pavements, Bridges & Stormwater	38 216 994	35 964 193	25 086 000	13 404 847
Water Reservoirs & Reticulation	7 354 218	17 726 143	4 348 000	20 500 000
Electricity Reticulation	28 235 598	29 351 030	14 488 000	30 455 000
Sewerage Purification & Reticulation	37 976 142	33 356 009	20 135 148	9 800 000
Refuse Sites	2 601 353	29 392 795	29 567 150	18 725 253
Other Infrastructure	635 972	280 000	-	-
TOTAL INFRA-STRUCTURE ASSETS	115 020 277	146 070 170	93 624 298	92 885 100
Plus: Other assets				
Establishment of Parks and Gardens	777 785	860 000	150 000	850 000
Libraries	-	150 000	-	-
Recreational Facilities	23 647 461	6 214 626	-	1 000 000
Clinics	8 125	-	-	-
Other community assets	9 966 555	10 717 000	1 500 000	-
Other Motor vehicles	5 557 999	7 010 000	4 000 000	5 560 000
Plant and Equipment	1 075 521	1 301 600	378 000	1 410 000
Office Equipment	2 723 981	3 880 601	1 146 000	1 269 000

<u>Asset category</u>	<u>2016/17 Adjustment budget</u>	<u>2017/18 Budget</u>	<u>2018/19 Budget</u>	<u>2019/20 Budget</u>
Security Measures	3 217 387	3 223 600	1 200 000	200 000
Other Land and Buildings	50 395 394	34 625 261	3 450 000	900 000
Other Assets	4 016 723	4 767 000	2 585 000	3 756 000
Fire Brigade	-	2 000 000	-	-
Intangible assets – Software	15 873 703	5 979 015	2 922 986	3 080 365
Total capital budget	232 280 911	226 798 873	110 956 284	110 910 465
Infrastructure projects as % of total capital budget	50%	64%	84%	84%

The total budget allocation from the Western Cape Government to Saldanha Bay municipality for 2017/18 is R706.8 million. A total of 35 infrastructure projects are planned by Provincial Departments for the period 2017/18 to 2019/20.

Some of these infrastructure projects and related capital projects are in various different stages of implementation, with some being in the planning phase, others in implementation with construction happening, and some are in the process of being finalized and therefore in the 'close-out' phase. The information may be subject to change, depending on fiscal constraints and the availability of resources. The summary of infrastructure and capital related projects, as classified in the Estimates of Provincial Revenue and Expenditure are as follows:

The Department of Transport and Public Works has 17 infrastructure and/or capital expenditure projects with a budgeted value of R436 million over the period 2017/18 to 2019/20. All 17 projects are classified to achieve 'Economic Affairs' outcomes – in other words, investment aims to support economic outcomes. The majority of the projects are upgrading's, refurbishments and maintenance projects, and two of the projects are proposed new roads still in planning phase;

The Department of Education listed 2 infrastructure and/or capital expenditure projects with a total MTEF budget of R34,76 million for the period 2017/18 to 2019/20. The classification is aimed at achieving 'Education' outcomes. One of the projects appears to be a replacement school, whilst the other one is a new school planned; and

The Department of Health listed 16 infrastructure and/or capital expenditure projects with a total MTEF budget of R141,42 million aiming to achieve 'Health' outcomes. The infrastructure projects included are mainly those involving extensions to existing facilities, upgrading and refurbishments. Some projects involve investment in new technologies or acquisition of equipment.

The capital budget is funded from various sources and is illustrated below for the MTREF period 2017/2018, 2018/2019 and 2019/2020:

<u>Sources of funding</u>	<u>2016/17 Adjustment budget</u>	<u>2017/18 Budget</u>	<u>2018/19 Budget</u>	<u>2019/20 Budget</u>
Capital Replacement Reserve	116 176 583	154 527 158	20 854 134	20 065 365
External Financing Fund (Annuities)	69 344 349	35 646 091	54 055 000	65 365 000
Regional Housing Board (Provincial)	3 629 517	-	10 480 000	-
Integrated National Electricity Programme	2 000 000	3 000 000	3 000 000	5 000 000
Municipal Infrastructure Grant (National)	17 605 400	18 702 650	19 567 150	20 480 100
Finance Management Grant	-	40 000	-	-
Regional Socio-Economic Project Grant	7 854 048	8 400 000	3 000 000	-
Vredenburg Urban Revitalisation Grant	5 932 115	4 432 974	-	-
Accelerated Community Infrastructure Programme	1 885 300	-	-	-
Finance Management Support Grant	-	50 000	-	-
Donations (Transnet and Afrisam)	7 853 599	2 000 000	-	-
Total	232 280 911	226 798 873	110 956 284	110 910 465

10.2 INVESTMENT OUTLOOK

The Saldanha Bay Industrial Development Zone (SBIDZ) is a strategic government initiative, linked to the broader strategic framework of the South African Government, driven by the National Development Plan and the National Growth Path.

The SBIDZ's vision is to create an enabling environment to promote sustainable economic growth and job creation, specifically in the Oil & Gas, Marine Fabrication and Repair and Maintenance industrial sectors.

It aims to achieve this vision by utilising existing enabling national legislation from the Department of Trade and Industries (DTI), the South African Revenue Services, and Transnet National Port Authority, and the active support of key programmes such as the Strategic Integrated Programme (SIP), which was created to focus on the integration, acceleration and implementation of infrastructure projects. Key to this is Operation Phakisa, Project Khulisa, the Provincial Game Changers, and the partnership with Transnet and its operating divisions, as well as the many other State Owned Enterprises, agencies, departments, societal organisations and business.

The SBIDZ is South Africa's first sector-specific zone and the first to be designated in and around a port, thus enabling it to develop a unique value proposition to the targeted industries in collaboration with the Transnet National Port Authority (TNPA).

The SBIDZ supports the creation of industries with established and proven local and regional value chains, which are enabled through dynamic, flexible and an ease of doing business in the zone.

In 2016 the SDBIDZ recruited and registered 478 local small and medium-sized businesses on the SBIDZ's supplier development database for business gap analysis assessments. The assessments will provide the important first step in assisting local businesses to understand and meet the stringent quality, health, environmental and safety standards of the upstream oil, gas and marine industries. The SBIDZ has secured funding support from the DTI for the initiative and looks forward to engaging with more partners over the next year as the initiative evolves.

There were also over 140 small, medium and micro-enterprises (SMMEs) business development workshops in business strategy, human resource, marketing and social media, and tendering. These workshops were made possible through strategic public and private partnerships with the University of Western Cape, Productivity SA, and ABSA Bank.

Plans are underway for the establishment of various collaborative Enterprise and Supplier Development (ESD) programmes between public and private sector entities and major industries in the Saldanha Bay area. The collaboration aims to provide a more impactful suite of services and opportunities to emerging and established businesses, to drive meaningful economic growth and development.

By the end of December 2016, the R146 million contract for the provision of internal engineering services at the back of the port land (Saldock land) came to completion in less time than anticipated. The completion of the project means that basic services like roads, water and sewerage are ready for investors to connect to the Zone and begin developing their factories and warehouses.

Also completed is the R37 million contract for the civil and mechanical works upgrade of the Saldanha Bay Municipality's Waste Water Treatment Works facility. This is a new build upgrade that has enhanced the facility from a 2.5 mega litre to a 5 mega litre facility. This will ensure that the treatment works is able to manage the waste demand due to the industrial development and activities from the Zone. The contract also included the refurbishment of the existing 2.5MI facility.

The link road and bridge which connects the land from the quay side to the back of port (Saldock land) and runs over the MR559 is due for completion by April 2017. This R35 million project will create a seamless contiguous flow of goods and services with the customs controlled IDZ land and ultimately allow the Zone to operate as a Freeport in years to come.

The Saldanha Bay Municipality and the SBIDZ have concluded a service level agreement in December 2016 that will govern the level of support provided between these two parties to facilitate the success of the SBIDZ.

The municipality compiled a detailed long term financial plan in the 2016/17 year for 10 years, which was approved by Council on 26 May 2016. Included in the documentation was a recommendation that the municipality should consider implementing measures to address 18 specific items. The 2017/18 review of the long term financial plan will be limited to the update of these specific items. The Western Cape Provincial Government has communicated its willingness to fund Saldanha Bay municipality in its efforts to update the long term financial plan for 2018/19, as well as to develop 'n financial tool that allows for economic modelling to be done on revenue forecasting. It is therefore foreseen that the long term financial plan will be reviewed comprehensively for implementation during the 2018/19 financial year.

CHAPTER II: MONITORING AND EVALUATION

Risk management forms part of management's core responsibilities and is an integral part of the internal processes of the municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the municipality's

service delivery capacity. When properly executed risk management provides reasonable, but not absolute assurance, that the municipality will be successful in achieving its objectives and game changer obsessions.

Workshops to articulate the strategic risk registers and the responses to it is currently been articulated and will be incorporated on the municipal dashboard for monitoring and evaluation purposes. The below key strategic risks have been identified in the interim to ascertain the factors hampering a positive economic trajectory:

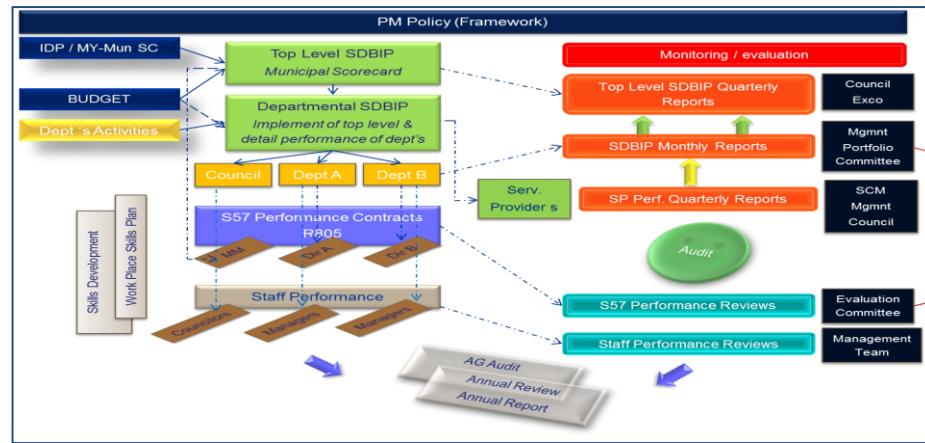
- ❖ Service delivery failure and inability to meet community services needs
- ❖ Political governance and top management instability
- ❖ Ageing infrastructure and increase repairs and maintenance costs for unscheduled work
- ❖ Inability to attract and retain staff
- ❖ Inadequate contracting and contract management
- ❖ Inappropriate spatial planning to ensure development prospects for the area
- ❖ Increase in insurance claims due to vandalism and/or theft of infrastructure
- ❖ Inadequate costing to ensure economic, effective and efficient spending of municipal resources
- ❖ Financial sustainability and uncertainty over market sectors
- ❖ Non conformances to laws, regulations, policies and procedures
- ❖ Inadequate ICT governance and response strategy

The IDP and Budget are implemented through a Service Delivery and Budget Implementation Plan (SDBIP). The Top Layer SDBIP is used as a scorecard to measure, monitor, evaluate and report on institutional performance (monthly, quarterly, bi-annual and annual basis). The Departmental SDBIP measures the performance of the departments and performance agreements and plans are used to measure the performance of employees.

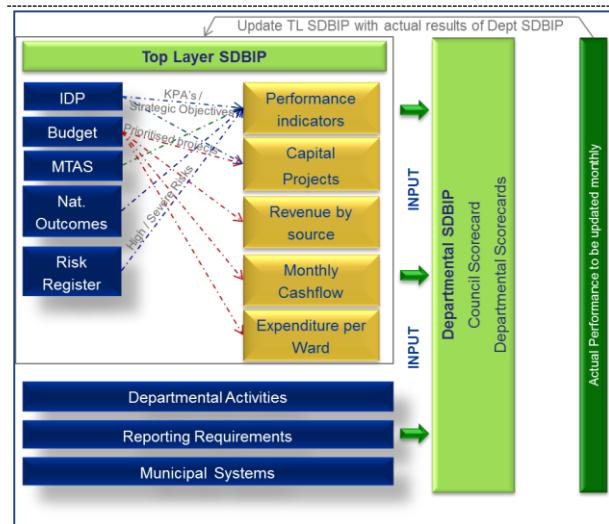
III.I. PERFORMANCE MANAGEMENT

The Performance Management System implemented at the municipality is intended to provide a comprehensive, step by step planning system that helps the municipality to manage the process of performance planning and measurement effectively. The PM System serves as primary mechanism to monitor, review and improve the implementation of the municipality IDP and eventually the budget. The performance management policy framework was approved by Council which provided for performance implementation, monitoring and evaluation at organisational as well as individual levels.

The Performance Management Framework of the Municipality is reflected in the diagram.



11.2 ORGANISATIONAL LEVEL



The organisational performance of the municipality is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the service delivery budget implementation plan (SDBIP) at directorate and departmental levels. The Top Layer SDBIP set out consolidated service delivery targets and provides an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities.

The departmental SDBIP capture the performance of each defined department which reflects on the strategic priorities of the municipality. The SDBIP provides detail of each outcome for which the senior management is responsible for, in other words a comprehensive picture of the performance of that directorate/sub-directorate.

11.3 INDIVIDUAL LEVEL

The municipality is in process of implementing a performance management system for all its senior managers. This has led to a specific focus on service delivery and means that:

- Each manager has to develop a scorecard which is based on the balanced scorecard model.
- At the beginning of each financial year all the senior managers (Section 57 employees) sign Performance Agreements.

11.4 KEY PERFORMANCE INDICATORS (KPIs)

Section 38 (a) of the Systems Act requires Municipalities to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the community development priorities and objectives set out in its Integrated Development Plan. Section 9 (1) of the Regulations to this Act maintains in this regard, that a Municipality must set key performance indicators, including input indicators, output indicators and outcome indicators in respect of each of the development priorities and objectives.

Every year, as required by Section 12 (1) of the Regulations to the Systems Act, the Municipality also set performance targets for each of the key performance indicators. The IDP process and the performance management process are therefore seamlessly integrated.

11.5 PERFORMANCE REPORTING

Performance is reported on a regular basis and it includes the evaluation of performance, the identification of poor performance and corrective actions to improve performance.

11.5.1 QUARTERLY REPORTS

Reports on the performance in terms of the Top Level SDBIP are generated from the system and submitted to Council. This report is published on the municipal website on a quarterly basis.

11.5.2 MID-YEAR ASSESSMENT

The performance of the first 6 months of the financial year should be assessed and reported on in terms of section 72 of the MFMA. This assessment must include the measurement of performance, the identification of corrective actions and recommendations for the adjustments of KPI's, if necessary.

The format of the report must comply with the section 72 requirements. This report is submitted to Council for approval before 25 January of each year and published on the municipal website.

ANNEXURES

- Annexure I:

Nr	From	Input	Format	Relevant government authority
		22		
Ward I-Middelpo/Diaz Wes				
1	Public	Human Settlements	Verbal input	All spheres
2	Public	Water & Sanitation	Verbal input	SBM
3	Public	Health & Education facilities	Verbal input	National and Provincial
4	Public	Sporting facilities	Verbal input	SBM
5	Public	Establishment of settlement layout and required services	Verbal input	SBM
6	Public	Lightning at dark spots	Verbal input	SBM
7	Public	Lack of business hub	Verbal input	SBM
8	Public	ECD centres and support	Verbal input	SBM
9	Ward committee	Tar of roads, Diamond, Steenkool and Perel streets	Submission	SBM
10	Ward committee	Parks at Middelpo	Submission	SBM
11	Ward committee	Speed humps, Ekhuyasa, Zola, Zabalaza, Don and Noorddam streets	Submission	SBM
12	Ward committee	Paving of sidewalks at Oester, Skipper, Udam, Don Streets & Behr crescent	Submission	SBM
13	Ward committee	Bulk services for Joe Slovo & Moses Kotana areas	Submission	SBM
14	Ward committee	Rezoning of open spaces for businesses	Submission	SBM
15	Ward committee	High mast lightning at Middelpo	Submission	SBM
16	Ward committee	Extended sewerage Die Dam, Oester, Perlemoen & Skipper Streets	Submission	SBM
17	Ward committee	Upgrading of parks in Diazville - Oester & Kleinhans Streets	Submission	SBM

Nr	From	Input	Format	Relevant government authority
18	Public	Jobs for the youth	Verbal input	All spheres together with Private sector
19	Public	Plots for persons who are not in the indigent bracket (GAP Housing)	Verbal input	SBM
20	Public	Facility with internet excess	Verbal input	SBM
21	Public	Assistance with soccer tournaments during Easter & festive seasons	Verbal input	SBM
22	Public	Assistance with youth talent show (end January)	Verbal input	SBM
Ward 2 - Witteklip		33		
1	Public	Upgrading of houses, extra room for houses & aluminium windows	Verbal input	National and Provincial
2	Public	Plots for churches	Verbal input	SBM
3	Public	Mobile clinic	Verbal input	Provincial
4	Public	Fixing of broken geysers	Verbal input	National (DoE)
5	Ward committee	Parks for kids	Submission	SBM
6	Ward committee	Central point for electricity sales	Submission	SBM
7	Ward committee	Speed humps: Strandloper, Lyster & Melba Streets	Submission	SBM
8	Ward committee	Plots for businesses (Shopping Centre)	Submission	SBM
9	Ward committee	Upgrading & security at community hall	Submission	SBM
10	Public	Thusong centre (PC Centre, Internet shop)	Verbal input	SBM
11	Public	Total	Verbal input	
12	Public	Centre for homeless people / rehabilitation centre	Verbal input	All spheres
13	Ward committee	R10 Million for Housing next to Masiphathisane	Verbal input	Provincial and SBM
14	Ward committee	Materials for housing (persons older than 35+ more than 10 years on waiting list)	Verbal input	Provincial and SBM
15	Ward committee	Upgrading of sewerage system	Verbal input	SBM

Nr	From	Input	Format	Relevant government authority
16	Ward committee	Office for ward councillor	Verbal input	SBM
17	Ward committee	ABET (municipality needs to sponsor money)	Verbal input	All spheres together with Private sector
18	Ward committee	Crèche & after care	Verbal input	SBM together with Private sector
19	Ward committee	Training of crèche teachers	Verbal input	Provincial
20	Ward committee	High mast lightning	Verbal input	SBM
21	Ward committee	Splash parks / swimming pool & training of life guards	Verbal input	SBM
22	Ward committee	Plots for small business centre (Car wash / shopping centre)	Verbal input	SBM
23	Ward committee	Substance abuse / domestic violence	Verbal input	Provincial
24	Ward committee	Container and transport for neighbourhood watch	Verbal input	Provincial
25	Ward committee	Housing for ward 2 residence	Verbal input	Provincial and SBM
26	Ward committee	Shelters at bus stops	Verbal input	SBM
27	Ward committee	Sport field next Masiphatisane	Verbal input	SBM
28	Ward committee	Mobile police station	Verbal input	National
29	Ward committee	Want to buy electricity direct from Escom and not from municipality	Verbal input	SBM
30	Ward committee	Ceiling for community hall - acoustic of hall	Verbal input	SBM
31	Ward committee	Fencing of Wittieklip creche	Verbal input	SBM
32	Ward committee	Painting & extra classes of Witteklip creche	Verbal input	SBM
33	Ward committee	Multi purpose sports centre/facility	Verbal input	SBM
Ward 3 - White City		13		
1	Public	Human Settlements for backyards dwellers as well as GAP (Tonyn and Kalkrug area) market (rental housing)	Verbal input	SBM

Nr	From	Input	Format	Relevant government authority
2	Public	Parks & beautification of area	Verbal input	SBM
3	Public	Sporting facilities alternatively the use of St Andrews primary school sports ground (provision of spectator stands and ablution facilities and regular maintenance)	Verbal input	SBM
4	Public	Centre to assist rehabilitated persons	Verbal input	All spheres
5	Public	Youth parks with equipment (Braai area's, etc)	Verbal input	SBM
6	Public	Golf course facility	Verbal input	SBM
7	Public	Extension of existing clinic & waiting area especially during winter and/or windy seasons	Verbal input	Provincial
8	Public	Beehives needs to be upgraded	Verbal input	SBM
9	Public	Offices for Home Affairs and SARS in Saldanha	Verbal input	National
10	Public	Proper bus shelter for school or working persons at the corner of Dageraad & Schuter street	Verbal input	SBM
11	Public	Develop a back access road to Green Valley	Verbal input	All spheres
12	Public	Design and upgrade skips to have ramps for ease of persons utilising it	Verbal input	SBM
13	Public	Upgrading of stormwater pipes especially before winter	Verbal input	SBM
Ward 4 Daizville		54		
1	Ward committee	High mast lightning	Verbal input	SBM
2	Ward committee	Robots / Pedestrian crossing in Diaz road at school & civic	Verbal input	Provincial
	Ward committee	Speed humps at, Cottager, Kok,	Verbal input	SBM
4	Ward committee	Upgrading of sports field	Verbal input	SBM
5	Ward committee	Taxi rank in RDP area	Verbal input	SBM

Nr	From	Input	Format	Relevant government authority
6	Ward committee	Beehives at open space next to crèche	Verbal input	SBM
7	Ward committee	lightning at the holiday resort at outside parking	Verbal input	SBM
8	Ward committee	stop signs	Verbal input	SBM
9	Ward committee	Tar of sidewalks instead of paving	Verbal input	SBM
10	Ward committee	Skills Development Centre	Verbal input	All spheres together with Private sector
11	Ward committee	Upgrading van sewerage system	Verbal input	SBM
12	Ward committee	Fencing of parks	Verbal input	SBM
13	Ward committee	Driver licence centre	Verbal input	SBM
14	Ward committee	Art & Culture centre	Verbal input	SBM
15	Ward committee	Fending of electricity boxes	Verbal input	SBM
16	Ward committee	Abet Facilities	Verbal input	All spheres together with Private sector
17	Ward committee	Firefighting station	Verbal input	SBM
18	Ward committee	what are municipality going to do with the Empty space at the back of holiday resort	Verbal input	SBM
19	Ward committee	Robot at Jacob's Bay crossing	Verbal input	Provincial
20	Ward committee	Drainage problems	Verbal input	SBM
21	Ward committee	Tar of roads	Verbal input	SBM
22	Ward committee	Cleaning at Primary school (school do not have equipment or budget)	Verbal input	Provincial
23	Ward committee	Cutting of sports fields grass regularly	Verbal input	Provincial
24	Ward committee	Need for Law Enforcement to patrolled school area	Verbal input	Provincial
25	Ward committee	High mast lightning at school gate	Verbal input	SBM
26	Ward committee	satellite Ambulance Services	Verbal input	Provincial

Nr	From	Input	Format	Relevant government authority
27	Ward committee	Empty space between parking in front of Hall/sports field and Fire station needs to be rezoned for beehives	Verbal input	SBM
28	Ward committee	lightning and upgrading of community hall	Verbal input	SBM
29	Ward committee	Establishment of youth camp with programmes	Verbal input	SBM
30	Public	stadium sports field	Verbal input	SBM
31	Public	Completion of Mizpa street	Verbal input	SBM
32	Public	Centre for Indoor sports	Verbal input	SBM
33	Public	Centre for Senior Citizens & Disabled persons	Verbal input	All spheres together with Private sector
34	Public	Safe house for youth	Verbal input	All spheres together with Private sector
35	Public	Paving of sidewalks	Verbal input	SBM
36	Public	Speed humps (needs to do a survey to determine in which street there are a need for speed humps	Verbal input	SBM
37	Public	removing of knopie speed humps	Verbal input	SBM
38	Public	Identifying of dark spots and came up with a plan	Verbal input	SBM
39	Public	Whipping & Cottager streets storm water problems	Verbal input	SBM
40	Public	sement surfaces instead of grass planting	Verbal input	SBM
41	Public	upgrading of sport facilities (equipment)	Verbal input	SBM
42	Public	Beehives	Verbal input	SBM
43	Public	Saldanha Steel donates funds for home owners in RDP for 2 extra rooms, what happened to the funds (3 million)	Verbal input	Not relevant due to previous housing delivery
44	Public	Community member busy with plans to build/open a Youth	Verbal input	All spheres together with Private sector

Nr	From	Input	Format	Relevant government authority
		Rehabilitation & skill Centre		
45	Public	Street light in drive way to be removed (new housing development)	Verbal input	SBM
46	Public	Sport development programmes	Verbal input	Provincial and SBM
47	Public	A need for sustainable youth / life skills programmes	Verbal input	All spheres together with Private sector
48	Public	Programmes for rehabilitated substance abuse	Verbal input	All spheres together with Private sector
49	Public	Fencing for parks Mayflower & Antonio street and electricity boxes	Verbal input	SBM
50	Public	Problem with toilet project	Verbal input	SBM
51	Public	Visibility of building inspector	Verbal input	SBM
52	Public	Disabled friendly buildings	Verbal input	SBM
53	Public	Training of persons for patrolling municipal buildings instead of private securities	Verbal input	SBM
54	Public	Sewerage water for parks & sports fields at school	Verbal input	SBM
Ward 5 Saldanha Town, Bluewater Bay & Jacob's Bay		18		
1	Ward committee	Painting of street names in Jacob's Bay	Verbal input	SBM
2	Ward committee	See and Minotoka to be developed as a one way road	Verbal input	SBM
3	Ward committee	Reseal of Bruidegom street	Verbal input	SBM
4	Ward committee	Raised speed humps at intersection Glenview / Koningsberg	Verbal input	SBM
5	Ward committee	Rehabilitation of Kusweg - stairs and erosion	Verbal input	SBM

Nr	From	Input	Format	Relevant government authority
6	Ward committee	Fencing of Oorlogvlei premises	Verbal input	SBM
7	Ward committee	Pedestrian railing in front of Total garage on sidewalk	Verbal input	SBM
8	Ward committee	Reseal of Van Riebeeck from Tuscalosa to Middelburg streets	Verbal input	SBM
9	Ward committee	Shelter , ablution facilities for informal trading area at Dial Rock	Verbal input	SBM
10	Ward committee	Upgrading of Scepter street	Verbal input	SBM
11	Ward committee	Play equipment for park in Pebble beach	Verbal input	SBM
12	Ward committee	Investigation into traffic circles and the construction at (OK mini mark, Cartol & BP garage	Verbal input	SBM
13	Ward committee	Investigate and determine the placement of speed hump (Meresteyn street)	Verbal input	SBM
14	Ward committee	Entrance of J de goede and F du Boois upgrading and cornerstones	Verbal input	SBM
15	Ward committee	Bustops at kontrei plot 108 in Jacobs bay	Verbal input	SBM
16	Ward committee	Ablution facilities during along public access areas to beach (especially during festive season / easter at "die baai and Weskus plek")	Verbal input	SBM
17	Ward committee	Refuse bins along the beach in die baai area - Jacobs bay	Verbal input	SBM
18	Ward committee	Studies for a traffic circle at entrance Jacob's Bay	Verbal input	SBM
Ward 6 Langebaan South		56		
I	Ward committee	Upgrade of water and storm water infrastructure and annual cleaning of reservoirs;	Verbal input	SBM

Nr	From	Input	Format	Relevant government authority
2	Ward committee	Upgrade of Oostewal St phase 1 over short term and phase 3 longer term;	Verbal input	SBM
3	Ward committee	Reseal streets used for detour during current Oostewal St contract (part Fairway, Bogey, part Sleigh, part Main);	Verbal input	SBM
4	Ward committee	Upgrade of Langebaan Waste Water Works to cope with increasing demand;	Verbal input	SBM
5	Ward committee	Solution to Langebaan effluent disposal (dam/refined treatment);	Verbal input	SBM
6	Ward committee	Maintain electrical infrastructure and extend Oostewal street lighting to urban edge at Olifantskop turn off;	Verbal input	SBM
7	Ward committee	Establish a multi purpose Community Hall (with side rooms);	Verbal input	SBM
8	Ward committee	Upgrade one of the groins into a permanent pier;	Verbal input	SBM
9	Ward committee	Establish GAP housing area for middle income families	Verbal input	All spheres together with Private sector
10	Ward committee	Parking area March St;	Verbal input	SBM
11	Ward committee	Construction paved walk ways in Cemetry;	Verbal input	SBM
12	Ward committee	Upgrade "Wall of Remembrance" in Cemetry;	Verbal input	SBM
13	Ward committee	Paved parking area at Cemetry;	Verbal input	SBM
14	Ward committee	Traffic calming study and infrastructure (raised intersections on main roads);	Verbal input	SBM
15	Ward committee	Develop a Transport Interchange;	Submission	SBM
16	Ward committee	Upgrade Langebaan Town Hall;	Submission	SBM

Nr	From	Input	Format	Relevant government authority
17	Ward committee	Paving side walks (including rehabilitation) in Bree St with standardized paving;	Submission	SBM
18	Ward committee	Public parking corner Bree and Oostewal Streets;	Submission	SBM
19	Ward committee	Solution to sewage leakage problem in low lying areas;	Submission	SBM
20	Ward committee	Development of light industrial area;	Submission	SBM
21	Ward committee	Provision of pavements and bus stops in Sunbird and Sleigh streets;	Submission	SBM
22	Ward committee	Provision of ablutions for trading stalls (in front of Spar);	Submission	SBM
23	Ward committee	Upgrade of trading stalls with more permanent lockable cubicles and lighting in the evenings;	Submission	SBM
24	Ward committee	Extension of board walk in front of Schaapenzicht to Friday Island and over longer term to Mykonos;	Submission	SBM
25	Ward committee	Extension of Dwars St public parking to Sleigh Street;	Submission	SBM
26	Ward committee	Develop public parking area at Enderstein St;	Submission	SBM
27	Ward committee	Upgrading access to main beach at Bree St (possible turning circle), Sleigh, Noord and March Streets;	Submission	SBM
28	Ward committee	Rezone space for future cemetery;	Submission	SBM
29	Ward committee	Finalising Langebaan Spacial Framework	Submission	SBM
30	Ward committee	Provision of broadband in support of business and tourism;	Submission	SBM
31	Ward committee	Establishment of a tourism/commercial area;	Submission	SBM

Nr	From	Input	Format	Relevant government authority
32	Ward committee	Water collection tanks for existing and new houses (consider municipal incentives);	Submission	SBM
33	Ward committee	Indigenous botanical garden with park (including benches, foot paths, plant description and name boards) and general upgrading of the dam area(wetland) cnr Bree and Oostewal St (behind the trading stalls)(phase 1 to be followed by a further phase, a fynbos garden at the top of Saailand near the water tower, the two linked by a walking trail);	Submission	SBM
34	Ward committee	Removal of alien plants;	Submission	SBM
35	Ward committee	Revitalise retention dams for storm water. Sleigh St behind cemetery to Bree St.	Submission	SBM
36	Ward committee	Langebaan indoor/outdoor sports complex;	Submission	SBM
37	Ward committee	Public ablutions for disabled, including town Hall;	Submission	SBM
38	Ward committee	Access for disabled to shops and public places;	Submission	SBM
39	Ward committee	Road crossings (especially Oostewal St) for the visually impaired	Submission	SBM
40	Ward committee	Outdoor gyms (trim parks) in town and a long beach;	Submission	SBM
41	Ward committee	Festive lighting;	Submission	SBM
42	Ward committee	Upgrading of clinic, more staff and rooms;	Submission	SBM
43	Ward committee	Outdoor digital sign board indicating daily temperatures, tidal times, wind speed etc but also	Submission	SBM

Nr	From	Input	Format	Relevant government authority
		to be used for municipal announcements;		
44	Ward committee	Establishment of a Community Center- negotiate with Province for “hospital” site next to skate board park;	Submission	SBM
45	Ward committee	Establish a museum/cultural center.	Submission	SBM
46	Ward committee	Five year programme to reseal roads;	Submission	SBM
47	Ward committee	Garbage drums/bins in public places to support recycling;	Submission	SBM
48	Ward committee	Development of landfill site (transfer station);	Submission	SBM
49	Ward committee	Rehabilitation of the illegal dumping site	Submission	SBM
50	Ward committee	Speed humps / cameras at Toppolino Primary	Submission	SBM
51	Ward committee	Indoor Sports Centre	Submission	SBM
52	Ward committee	Rehabilitation Centre / Safehouse	Submission	All spheres together with Private sector
53	Ward committee	High School	Submission	Provincial
54	Ward committee	Upgrading of side walks for bicycles and pedestrians (Leentjiesklip road)	Submission	SBM
55	Ward committee	March street paving at parking	Submission	SBM
56	Ward committee	Development of an affordable retirement village	Submission	All spheres together with Private sector
Ward 7 Hopefield & Koperfontein		59		
1	Ward committee	Speedbumps at the police station/school roadcrossing as well as Suring and Amandel street	Verbal input	SBM
2	Ward committee	Scateboard surface at the old tennis field	Verbal input	SBM

Nr	From	Input	Format	Relevant government authority
3	Ward committee	Rehabilitation &resurfacing of roads/sidewalks: Suikerkant, Hibiscus, Jakaranda, Kortstreet, Planeet, Vrde, Vygie, Hoog, Uitsig, Denne, Hoop, Stasie, Keerom, Popelier & Gousblom, Victoria and in front of Church	Verbal input	SBM
4	Ward committee	Paving od sidewalks: Silverboom, Kiesieblaar, Suring, Duineveld & Falcon, Rooikrans, Amandel, Nemesia & Erika, Suikerriet, Bietou, Bkelbos & Waterlelie, Brunie, Luibos, Tolbos & Olienhou	Verbal input	SBM
5	Ward committee	Play-park in Helderberg road	Verbal input	SBM
6	Ward committee	New locker and ablution rooms	Verbal input	SBM
7	Ward committee	Upgrading of irrigation at Ronnie Louw sports ground	Verbal input	SBM
8	Ward committee	Extra lightning on sport ground	Verbal input	SBM
9	Ward committee	Extra ablution facilities for male and female which is easily accessable	Verbal input	SBM
10	Ward committee	Caretaker house on the Ronnie Louw sport ground	Verbal input	SBM
11	Ward committee	Netball court on field to be moved to accommodate for the school athletics	Verbal input	SBM
12	Ward committee	Spectator area on Ronnie Louw sport ground to be extended as well as covered	Verbal input	SBM

Nr	From	Input	Format	Relevant government authority
13	Ward committee	Wooden spectator stands as a temporary relieve *20	Verbal input	SBM
14	Ward committee	Tunnel from the players rooms to the field	Verbal input	SBM
15	Ward committee	Tables, chairs and refrigerator for club house	Verbal input	SBM
16	Ward committee	Levelling of ground against the vibro-acrete with terraforce blocks	Verbal input	SBM
17	Ward committee	Side screen indicating scores of playing teams	Verbal input	SBM
18	Ward committee	Channelling of storm water away from the parking area/sport field	Verbal input	SBM
19	Ward committee	Paving of parking area	Verbal input	SBM
20	Ward committee	Cricket locker room (convert old kitchen area)	Verbal input	SBM
21	Ward committee	Design and enhance building for persons with physical impairments for ease of movement and utilisation of amenities	Verbal input	SBM
22	Ward committee	Boundary ropes or alternative around fields	Verbal input	SBM
23	Ward committee	Proper access control system to minimise the loss of keys	Verbal input	SBM
24	Ward committee	Closing of braai areas against wind	Verbal input	SBM
25	Ward committee	Provision of a chalk machine to be utilised when marking playing field	Verbal input	SBM
26	Ward committee	Replace roof at gate pay point	Verbal input	SBM
27	Ward committee	Development of a new sports field near Maxwell Moss square	Verbal input	SBM

Nr	From	Input	Format	Relevant government authority
28	Ward committee	Upgrading of the "De Gewels" complex with: 1. electrical gate and motor with remotes for each resident 2. Burglar proofing of houses Fire extinguishers Electrical point at Gazebo 3. Garden table and chairs 4. Carports for the side of Victoria street 5. Verandas above doors of houses 6. Additional unit on the side of Voortrekkerweg	Verbal input	SBM
29	Ward committee	Upgrading of public open spaces. 1. Upgrading main entrances of town 2. Fencing: Parks erf 2379, 1409, 350-12 3. Lightning on park in Amandelstraat 4. Grass on 2394, 2552, 2700, 1205 as well as Helderberg park with playpark 5. New playing equipment for parks 350-12, 382, 363-1 6. Beuatification entrance with trees and plants at Koperfontein	Verbal input	SBM
30	Ward committee	Development of a braai and recreational area on erf 350-18	Verbal input	SBM
31	Ward committee	Bus shelter for children at Koperfontein	Verbal input	SBM
32	Ward committee	Expansion and fencing for the old "brak gedeelte" for entrepeneurship	Verbal input	SBM

Nr	From	Input	Format	Relevant government authority
33	Public	Erecting of formalised informal trading units opposite Spar further down to allow for parking and access to public toilets	Verbal input	SBM
34	Public	Maintenance of Hartebeeshuisie and promote as entrepreneurial opportunity	Verbal input	SBM
35	Public	Building of a new police station	Verbal input	National
36	Public	Side lanes at all three intersections to minimise accidents	Verbal input	SBM
37	Public	Effective speed calming measures at Elandsfontein Mine entrance	Verbal input	Provincial and National
38	Public	Raised intersection at Voortrekker and Tuin Street	Verbal input	SBM
39	Public	Formalised sidewalks to prevent from excess sand blowing around	Submission	SBM
40	Public	Inspect and correct all electrical street light boxes due to the faults experienced when persons bump it	Submission	SBM
41	Public	Upgrading of water network to prevent regular pipe burst	Submission	SBM
42	Public	Lightning of all dark spots within the area.	Submission	SBM
43	Public	More refuse bins to prevent illegal wastage of papers etc	Submission	SBM
44	Public	Development of a new and all inclusive sport complex	Submission	SBM
45	Public	Development of Duiker street, Keerom and Pelan street	Submission	SBM

Nr	From	Input	Format	Relevant government authority
46	Public	Upgrading of the local cemeteries	Submission	SBM
47	Public	Development and construction of parking areas within town and the layout as was previously	Submission	SBM
48	Public	Additional land for cemeteries	Submission	SBM
49	Public	Development of a parking area at the Thusong centre	Submission	SBM
50	Public	Land and development of facilities for informal traders	Submission	SBM
51	Public	Stasie 6 - ???	Submission	
52	Public	Provision of land for small scale farmers	Submission	SBM
53	Public	Formalising of open spaces to business and/or residential stands	Submission	SBM
54	Public	Extention hall at library for reading facilities (over utilising of library)	Submission	SBM
55	Public	Design and development of a taxi rank at an appropriate geographical location	Submission	SBM
56	Public	Avail serviced erven for persons wishing and is able to build there own houses - some will not qualify	Submission	SBM
57	Public	Land availability for early childhood development centres must be considered with the necessary support	Submission	SBM
58	Public	Development of 24hour medical centre with ambulance services on erf 60?	Submission	Provincial
59	Public	Development of parking facilities due to the problem with illegal	Submission	SBM

Nr	From	Input	Format	Relevant government authority
		parking at Pep, Spar and Church		
Wa 8 Vredenburg North		36		
1	Ward committee	Proper safeguarding of sports facilities through implementation of a monitoring and alarm system in the various buildings	Verbal input	SBM
2	Ward committee	Proper lightning of all playing surfaces for utilisation during evenings	Verbal input	SBM
3	Ward committee	Fencing of all playing surfaces as well as buildings	Verbal input	SBM
4	Ward committee	Installation of outside power points	Verbal input	SBM
5	Ward committee	Development of northern area into additional rugby and cricket playing surfaces	Verbal input	SBM
6	Ward committee	Erecting of change rooms for the cricket club	Verbal input	SBM
7	Ward committee	Rehabilitation of cricket nets	Verbal input	SBM
8	Ward committee	Completion and frequent maintenance of paving in front of Netbal and Cricket buildings	Verbal input	SBM
9	Ward committee	Spectator stands (inside and outside) for netbal and cricket areas	Verbal input	SBM
10	Ward committee	Furniture such as fridges, TV's, chairs and tables within all sport buildings with access to internet	Verbal input	SBM
11	Ward committee	Proper drainage and paving of the sports ground	Verbal input	SBM
12	Ward committee	Development of a multi-purpose indoor sporting facility	Verbal input	SBM

Nr	From	Input	Format	Relevant government authority
13	Ward committee	Closing of balcony at Cricket club house	Verbal input	SBM
14	Ward committee	Appointment of caretaker with grounds men experience	Verbal input	SBM
15	Ward committee	Flood lights on open spaces opposite court & other areas	Verbal input	SBM
16	Ward committee	Resurface of tennis and netball courts	Verbal input	SBM
17	Ward committee	Identification and development of Play park for kids throughout the ward (Miggievlak)	Verbal input	SBM
18	Ward committee	Development of a library to accommodate the growing demand and neutralise the muggings taking place	Verbal input	Provincial
19	Ward committee	Erecting of an appropriate police station conforming to the standard requirements	Verbal input	National
20	Ward committee	Identification and developing of a low cost old age home	Verbal input	Provincial
21	Ward committee	Identification and developing safe shelters for homeless people	Verbal input	All spheres together with Private sector
22	Ward committee	Placement of security cameras in Main street & Plein Street & School Street including a radio room	Verbal input	SBM
23	Ward committee	Removal of half-round speed hobbles and replacement with alternatives	Verbal input	SBM
24	Ward committee	Identification and erecting of more speed hobbles in Dorp street and throughout the ward where required	Verbal input	SBM
25	Ward committee	Resurface streets instead of fixing potholes	Verbal input	SBM

Nr	From	Input	Format	Relevant government authority
26	Ward committee	Paving for our sidewalks	Verbal input	SBM
27	Ward committee	Chevron sign at c/o church & Leyden Street	Verbal input	SBM
28	Ward committee	Identification and resealing of roads based on a prioritised model	Verbal input	SBM
29	Ward committee	Score board of rugby field to be replace	Verbal input	SBM
30	Ward committee	Thusong centre which is disabled friendly	Verbal input	SBM
31	Ward committee	Development of stadium for the rugby and cricket fields	Verbal input	SBM
32	Ward committee	Infrastructure to utilise treated effluent on sport fields	Verbal input	SBM
33	Ward committee	Leyden Street investigate traffic calming measures and main road west	Verbal input	SBM
34	Ward committee	Identification and tarring of roads (Muggievlakte)	Verbal input	SBM
35	Ward committee	Ponte park lightning, bins, ablution facilities	Verbal input	SBM
36	Ward committee	Child & youth care centre	Verbal input	Provincial and SBM
Ward 8 Green Village & Langebaan Road Air Force Base		10		
1	Public	Housing is priority	Verbal input	All spheres together with Private sector
2	Public	Multi purpose centre to accommodate a day care, clinic and other government services	Verbal input	All spheres
3	Public	Upgrading of sewerage infrastructure	Verbal input	SBM
4	Public	Fencing of dams next to sewerage	Verbal input	SBM
5	Public	Security gates at hall and proper fencing of hall and possible extension of boundary hall fence	Verbal input	SBM

Nr	From	Input	Format	Relevant government authority
6	Public	Erecting of high mast lights (hall and near sportsfield)	Verbal input	SBM
7	Public	Development of a proper sports field for optimal utilisation	Verbal input	SBM
8	Public	Water for the food gardens projects for food security and job creation	Verbal input	SBM
9	Public	Cleaning of open field (pump station-old block) for kids to play	Verbal input	SBM
10	Public	Erecting of public toilets at church and transfer the building	Verbal input	SBM
Ward 9 Ongegund		12		
1	Public	Housing	Verbal input	All spheres together with Private sector
2	Public	Shelter at Clinic	Verbal input	Provincial
3	Public	Speed hump	Verbal input	SBM
4	Public	Land for vegetable garden	Verbal input	SBM
5	Public	Outdoor gym	Verbal input	SBM
6	Public	Internship for graduates at municipalities	Verbal input	SBM
7	Public	Land for backyard dwellers to build their own houses - like in Laingville	Verbal input	SBM
8	Public	lightning	Verbal input	SBM
9	Public	Reseal of roads	Verbal input	SBM
10	Public	Beautification of area	Verbal input	SBM
11	Public	Law enforcement	Verbal input	SBM
12	Public	Cleansing	Verbal input	SBM
Ward 10 Vredenburg South & Louwville		12		
1	Ward committee	Housing for backyard dwellers	Verbal input	All spheres together with Private sector
2	Ward committee	Toilets for persons whom have not benefited from the previous projects	Verbal input	SBM

Nr	From	Input	Format	Relevant government authority
3	Ward committee	Speed Humps, Frans Koch, Argo, Jupiter, Bergsig Streets	Verbal input	SBM
4	Ward committee	Upgrading of Park in Jupiter/Saturnes streets	Verbal input	SBM
5	Ward committee	Cleaning & beautification of Tarentaal street	Verbal input	SBM
6	Ward committee	Oxford singel - Playpark with fields to practice mini sport	Verbal input	SBM
7	Ward committee	Play parks upgrading in Jurie sirkel	Verbal input	SBM
8	Ward committee	High mast light by old reservoir, cnr of bergsig & Tarentaal streets and at Anglican Church St. Monica's	Verbal input	SBM
9	Ward committee	Rehabilitation of sidewalks / paving	Verbal input	SBM
10	Ward committee	Water tanks for houses for gardening	Verbal input	SBM
11	Ward committee	Installation of geysers for all	Verbal input	SBM
12	Ward committee	Safe walk way for physically impaired and not impaired persons to library from Saldanha road	Verbal input	SBM
13	Ward committee	Reseal of Vink, Uitsig, & Hospitaal streets	Verbal input	SBM
14	Ward committee	Closing of "steeg" at Uitsig street	Verbal input	SBM
15	Ward committee	4 way top at private hospital	Verbal input	SBM
16	Ward committee	Alternative utilisation of the parking area at community hall - not been optimally utilised	Verbal input	SBM
17	Ward committee	Vink street gravel road upgrading	Verbal input	SBM
18	Ward committee	Paving vink street	Verbal input	SBM
19	Ward committee	Kooitjieskloof street business (paving)	Verbal input	SBM

Nr	From	Input	Format	Relevant government authority
20	Ward committee	Bosewer street open space needs to be develop in an park	Verbal input	SBM
21	Ward committee	Houtkapper street - split of electricity meters to be finalised	Verbal input	SBM
22	Ward committee	Private plot in Solomon william street to be transferred (investigation to be done and land to be transferred to qualifying persons)	Verbal input	SBM
23	Public	Development of a safe house for children	Verbal input	All spheres together with Private sector
24	Public	Development of an affordable old age home	Verbal input	All spheres together with Private sector
25	Public	Close up potholes and tarring infront of clinic	Verbal input	SBM
26	Public	Beautification infront of Panorama primary / shops	Verbal input	SBM
27	Public	Traffic calming measures (Sampie Mitchell street)	Verbal input	SBM
28	Public	Sampie Mitchell no 31 - transfer of excess side walk to owners	Verbal input	SBM
29	Public	Lower curbing as there is no drive ways in Sampie Mitchell street	Verbal input	SBM
Ward 11 St. Helena Bay		15		
1	Ward committee	Human Settlements	Verbal input	All spheres together with Private sector
2	Ward committee	Waste Water Treatments	Verbal input	SBM
3	Ward committee	Health Care Facilities	Verbal input	Provincial
4	Ward committee	Sport facilities in Stompneus Bay	Verbal input	SBM
5	Ward committee	Boardwalk to beach	Verbal input	SBM
6	Ward committee	Lighning of Provincial road	Verbal input	Provincial

Nr	From	Input	Format	Relevant government authority
7	Ward committee	Law Enforcement specifically for traffic infringements	Verbal input	SBM
8	Ward committee	Cleansing of open spaces	Verbal input	SBM
9	Ward committee	dedicated traffic officer	Verbal input	SBM
10	Ward committee	Half build (houses in steenberg's cove	Verbal input	SBM
11	Ward committee	Support structures for rehabilitation	Verbal input	All spheres together with Private sector
12	Ward committee	Disabled persons empowerment	Verbal input	All spheres together with Private sector
13	Ward committee	Leaking of concrete roof (Cove)	Verbal input	SBM
14	Ward committee	Upgrading of Mercury street	Verbal input	SBM
15	Ward committee	Tarr of Mississippi & Alabama streets	Verbal input	SBM
Ward 11 Paternoster		17		
1	Public	The provision of adequate water infrastructure with dual lines must be prioritised	Verbal input	SBM
2	Public	Play parks for kids	Verbal input	SBM
3	Public	Alternative access road to Tieties Bay in order to relieve the main road congestion	Verbal input	SBM
4	Public	Land availability for early childhood development centres must be considered with the necessary support	Verbal input	SBM
5	Public	GAP housing projects must be considered as a high priority	Verbal input	All spheres together with Private sector
6	Public	Vibracrete to lift to restrict adjacent persons from throwing over their human waste	Verbal input	SBM
7	Public	Flood lights at the sport field to lighten up the playing surfaces during winter season	Verbal input	SBM

Nr	From	Input	Format	Relevant government authority
8	Public	Fencing of rugby and soccer fields needs to be replaced	Verbal input	SBM
9	Public	Netball field also to be fenced	Verbal input	SBM
10	Public	Entrance gate to the sports grounds to be widened to accommodate busses	Verbal input	SBM
11	Public	Beautification of the community hall through alternative plants and garden layout	Verbal input	SBM
12	Public	Investigation to be done where paving is required and actually prioritised	Verbal input	SBM
13	Public	Front area of community hall to be closed	Verbal input	SBM
14	Public	Provision must be made for tables and chairs	Verbal input	SBM
15	Public	Satellite police station required for the area	Verbal input	National
16	Public	Rental housing for local workers whom had housing opportunities before	Verbal input	All spheres together with Private sector
17	Public	Land for a formalised informal settlement	Verbal input	All spheres together with Private sector
Ward 12 Laingville		11		
1	Public	Human Settlements to be provided for low cost housing as well as GAP - when will it happen	Submission	All spheres together with Private sector
2	Public	Extension of existing clinic & waiting area especially during winter and/or windy seasons	Submission	Provincial
3	Public	The provision of a high school for St Helena Bay must be prioritised due to the number of children being transported by busses	Submission	Provincial

Nr	From	Input	Format	Relevant government authority
4	Public	Land availability for early childhood development centres must be considered with the necessary support	Submission	SBM
5	Public	More SAPS and municipal law enforcement is required for the area	Submission	National and SBM
6	Public	All roads must be inspected and resealed or the building of new roads infrastructure	Submission	SBM
7	Public	Visibility of building inspectors to curb illegal buildings within the area	Submission	SBM
8	Public	Community Hall at RDP area	Verbal input	SBM
9	Public	Land extensions to provide for a bigger cemetery footprint as well as ablution and lightning	Verbal input	SBM
10	Public	Create local job opportunities and appoint law enforcement officers from the ward	Verbal input	SBM
11	Public	More water connections, ablution facilities, electricity (Kanini) is required	Verbal input	SBM
Ward 13 ISCOR, SelfBou & Part of Louwville		18		
1	Public	Human Settlements to be provided for low cost housing as well as GAP - when will it happen	Submission	All spheres together with Private sector
2	Public	Parks & beautification of area	Submission	SBM
3	Public	Investigation and erecting of speed humbs with pedestrian crossing lanes throughout the area	Submission	SBM

Nr	From	Input	Format	Relevant government authority
4	Public	Identify and put up additional lightning of dark spots	Submission	SBM
5	Public	Identify and pave all streets	Submission	SBM
6	Ward committee	Mobile Police Station	Verbal input	National
7	Ward committee	Upgrading of Water and Sewerage pipes	Verbal input	SBM
8	Public	Beautification of Yskor entrance	Verbal input	SBM
9	Public	Disabled friendly paving / drive way's at houses as well as public facilities/schools	Verbal input	SBM
10	Public	Youth training programmes to become law enforcement officers	Verbal input	SBM
11	Public	Upgrading of the Community hall due to the sound	Verbal input	SBM
12	Public	Land availability to erect churches	Verbal input	SBM
13	Ward committee	Expansion of the Hanna Coetzee clinic	Verbal input	Provincial
14	Ward committee	Investigation to be done where paving is required and actually prioritised	Verbal input	SBM
15	Ward committee	High mast lightning at open space at Lupina Street	Verbal input	SBM
16	Ward committee	Upgrading and maintenance of hostel	Verbal input	National
17	Ward committee	Identification and erecting of bollards at speed humps (Boswewer street)	Verbal input	SBM
18	Ward committee	Louwville Sports field to be upgraded to accommodate rugby and cricket	Verbal input	SBM
Ward 14 Langebaan North		34		
1	Public	Human Settlements for backyards dwellers as well as GAP market	Verbal input	All spheres together with Private sector

Nr	From	Input	Format	Relevant government authority
2	Public	Parks & Beautification of area	Verbal input	SBM
3	Public	Multi-purpose Sporting complex with indoor and outdoor facilities	Verbal input	SBM
4	Public	Boardwalk from Perleys restaurant to Mykonos resort	Verbal input	SBM
5	Public	Arts & Crafts centre at the open space adjacent to Sea View park	Verbal input	SBM
6	Public	Site development and building of a heritage museum	Verbal input	SBM
7	Public	Development of more beehives for local entrepreneurs at Sea View park	Verbal input	SBM
8	Public	Land for light industrial commercial opportunities	Verbal input	SBM
9	Public	Recreational facilities for kids	Verbal input	SBM
10	Public	Municipal swimming pool	Verbal input	SBM
11	Public	Investigation and erected of speed humps at appropriate locations in the ward	Verbal input	SBM
12	Public	Access to and erecting of public braai facilities near the beach with refuse bins and ablution facilities	Verbal input	SBM
13	Public	Public transport planning and infrastructure as an enabler for economic growth and development	Verbal input	SBM
14	Public	Slipway for small boats & water Ski's adjacent to Seebries Park	Verbal input	SBM
15	Public	High school to minimise the amount of children on busses to other towns	Verbal input	SBM
16	Public	Relocation of the Magistrate court to Langebaan due to the	Verbal input	SBM

Nr	From	Input	Format	Relevant government authority
		amount of cases and increased travelling costs		
17	Public	Erecting of open public gym apparatus throughout the area	Verbal input	SBM
18	Public	Land extensions to provide for a bigger cemetery footprint as well as ablution and lightning. Special provision also to be made for Muslim burials	Verbal input	SBM
19	Public	Geysers for the Sea View park houses	Verbal input	National (DoE)
20	Public	Rehabilitation centre / Safe House	Verbal input	All spheres together with Private sector
21	Public	Land availability to erect churches	Verbal input	SBM
22	Public	Youth development centre at open space near school	Verbal input	All spheres together with Private sector
23	Public	Splash pool at old rugby field with a entrepreneurship flare of having open markets and/or coffee shops and/or tea gardens based	Verbal input	SBM
24	Public	Waterfront development enhance tourism and leisure opportunities	Verbal input	All spheres together with Private sector
25	Public	Land and building availability for commercial fishers for cleaning of fish, packaging and distribution with own label	Verbal input	SBM
26	Public	Avail pieces of land for vegetable gardens (sewerage plant) to create job and sustainable food supply opportunities	Verbal input	SBM
27	Public	lightning, speed humps & bicycle lanes Leentjiesklip	Verbal input	SBM

Nr	From	Input	Format	Relevant government authority
		road Speed hump(entrance at Leentjiesklip		
28	Public	Parking area near waterfront housing development requires ablution facilities, lightning and additional refuse bins	Verbal input	SBM
29	Public	High mast lightning at Sea View park entrance and at the back of 7 Eleven as well as all identified dark spots	Verbal input	SBM
30	Public	Tarring of Ebson & summer streets in the Long Acres Country estate	Verbal input	SBM
31	Public	Design and construction of a 2nd entrance to Sea View park	Verbal input	SBM
32	Public	Development of a day hospital	Verbal input	Provincial
33	Public	Parking facilities at open space to accommodate the rugby attendees	Verbal input	SBM
34	Public	Raised intersection at Sunset estate entrance	Verbal input	SBM